Haringey Council

NOTICE OF MEETING

Alexandra Palace and Park Board

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

Councillors: 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).

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 with be dealt with at items 13 & 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

5. BOARD CALENDAR OF MEETINGS AND WORK PROGRAMME 2010/11 (PAGES 1 - 8)

To note the work programme.

6. FINANCE UPDATE (PAGES 9 - 16)

Report of the Head of Finance – Alexandra Palace – To note the results for the seven month period to 31st October 2010 and the forecast outturn for the 2010/11 financial year and to review the options for reducing Trust revenue expenditure in 2010/11.

7. GOVERNANCE UPDATE (PAGES 17 - 26)

Report of Interim General Manager Alexandra Palace – To note the progress in implementing a number of its previous resolutions on Governance and Future Vision.

8. CAPITAL PROJECTS UPDATE (PAGES 27 - 36)

Report of the Interim General Manager – Alexandra Palace – To note the content of the report.

9. PARK UPDATE (PAGES 37 - 40)

Report of the Park Manager Alexandra Palace - To inform the Board of the matters pertaining to the park at the current time.

10. REGENERATION WORKING GROUP UPDATE/ FEEDBACK (PAGES 41 - 44)

Report of the Interim General Manager – Alexandra Palace - To note the report and to seek the Board's approval for a new Mission Statement and Vision for Alexandra Park & Palace.

11. 'ALEXANDRA PALACE, THE PEOPLE'S PALACE' : A NEW IDENTITY (PAGES 45 - 48)

Report of the Managing Director Alexandra Palace Trading Limited – To propose that the Board adopts a unified identity for the Park and Palace which would engage better with the venue's many customers.

12. MINUTES (PAGES 49 - 94)

i. To confirm the unrestricted minutes of the Alexandra Palace and Park Board held on 14 October 2010 as an accurate record of the proceedings;

ii. To consider the minutes of the Alexandra Palace and Park Consultative Committee held on 16 November 2010 and to consider any recommendations from that Committee **(TO FOLLOW)**; and

iii. To receive the minutes of the Alexandra Park and Palace Advisory Committee held on 2 November 2010, and to consider any recommendations from that Committee.

13. ANY OTHER UNRESTRICTED BUSINESS THE CHAIR CONSIDERS TO BE URGENT

14. 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).

15. EXEMPT MINUTES (PAGES 95 - 100)

To confirm the exempt minutes of the Alexandra Palace and Park Board held on 14 October 2010 as an accurate record of the proceedings.

16. 345 PRESCHOOLS LTD: DEVELOPMENT AND LEASE PROPOSALS FOR THE ISLANDS BUILDING (PAGES 101 - 112)

Report of the Park Manager – Alexandra Palace

17. HEALTH AND SAFETY ISSUES

Report of the Interim General Manager – Alexandra Palace **(TO FOLLOW)**

18. ANY OTHER EXEMPT/CONFIDENTIAL BUSINESS THE CHAIR CONSIDERS TO BE URGENT

Ken Pryor	Clifford Hart
Deputy Head of Local Democracy & Member Services	Committee Manager
River Park House	Tel: 020-8489 2920
225 High Road	Fax: 020-8489 2660
Wood Green	E-mail:clifford.hart@haringey.gov.uk
London N22 8HQ	22nd November 2010

Agenda Item 5

ALEXANDRA PALACE Charitable Trust

Agenda item:

ALEXANDRA PALACE & PARK BOARD **On 14th October 2010**

Report Title: **Work Programme 2010/11 & provisional programme for 2011/12**

Report of: **Clifford Hart, Committee Manager, LB Haringey**

1. Purpose

1.1 To inform the Board of the work programme of items for the remainder of the Municipal Year 2010/11 and provisionally for the Municipal Year 2011/12, to be reported to future meetings of the Board.

2. Recommendations

2.1 The Board is asked to note the work programme of items to be reported to the Board for the remainder of the Municipal Year 2010/11 and provisionally for the Municipal Year 2011/12, and to give any views or comments on its content.

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

Contact Officer: Clifford Hart , Committee Manager, Local Democracy and Member Services, LB Haringey. Telephone number 0208 489 2920.

3. Executive Summary

3.1 This report advises the Board of the work programme of items to be reported to the Board for the remainder of the Municipal Year 2010/11 and provisionally for the Municipal Year 2011/12 attached at Appendix 1.

3.2 The Work Programme will be reported to each Board meeting showing any changes or additions .

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. Background

6.1 As part of the review of governance of the Alexandra Palace and Park Board, a work programme of items to be considered by the Board has been compiled. The programme covers the period of Board meetings to the end of the current Municipal Year 20010/11, and provisionally for the following year 2011/12.

6.2 The programme details the items in to 3 areas –'Regular', 'Fixed' and 'ad-hoc' and in terms of the categories this means:-

Regular – items that are reported to each meeting e.g. Finance Update

Fixed – items that are generally reported at a specific time of the Municipal Year e.g. Budget 2011/12

Ad-hoc - items that are generally reported on an as and when or one off basis e.g. Capital Projects Update

6.3 The Work Programme will be reported to each meeting of the Board and will be for noting/comment. The Work Programme will be maintained by the Clerk to the Board on behalf of the Interim General Manager Alexandra Palace.

7. Equalities Implications

7.1 There are no perceived equalities implications in this report.

8. Financial Implications

8.1 There are no perceived financial implications in this report.

9. Legal Implications

12. Use of Appendices / Tables / Photographs

12.1 Appendix 1 – Work Programme 2010/11 & 2011/12 (Provisional)

ALEXANDRA PALACE AND PARK BOARD

WORK PROGRAMME 2010/11 AND PROVISIONAL WORK PLAN 2011/12

Date of meeting	**Title of report**	Report author	**Ad-hoc, Regular or fixed item**
30 Nov 2010			
	Finance Update	Helen Downie	Regular
	Governance Update	Andrew Gill	Regular
	Capital Projects Update, includes usual issues (author JB) & ice rink	John Barnett	Regular
	Park Update	Mark Evison	Ad-hoc
	Regeneration Working Group update/feedback	Andrew Gill	Regular
	'Alexandra Palace, The People's Palace' : A new identity	Rebecca Kane	Ad-hoc
	EXEMPT 345 Preschools Ltd: development and lease proposals for The Islands building	Mark Evison	Ad-hoc
21 Dec 2010			
	Governance Update	Andrew Gill	Regular

ALEXANDRA PALACE AND PARK BOARD

WORK PROGRAMME 2010/11 AND PROVISIONAL WORK PLAN 2011/12

	Finance Update	Helen Downie	Regular
	Internal Audit Report	Helen Downie	Fixed
	Park Update	Mark Evison	Regular
	Final 3 Year Business Plan	Andrew Gill	Ad-hoc
	Regeneration Working Group update/feedback (AG)	Andrew Gill	Regular
	EXEMPT lease for the old station building	Mark Evison	Ad-hoc
	Bespoke NCVO Code of Governance (part 2)	Andrew Gill	Ad-hoc
15 Feb **2011**			
	Finance Update	Helen Downie	Regular
	Budget 2011/12	Helen Downie	Fixed
	Governance Update	Andrew Gill	Regular
	Regeneration Working Group update/feedback	Andrew Gill	Regular

ALEXANDRA PALACE AND PARK BOARD

WORK PROGRAMME 2010/11 AND PROVISIONAL WORK PLAN 2011/12

	Park Update	Mark Evison	Regular
	EXEMPT lease for the old station building	Mark Evison	Ad-hoc
28 Apr **2011**			
	Finance Update	Helen Downie	Regular
	Governance Update	Andrew Gill	Regular
	Regeneration Working Group update/feedback (AG)	Andrew Gill	Regular
	Park Update	Mark Evison	Regular
Prov June 2011			
	Finance Update	Helen Downie	Regular
	Governance Update	Andrew Gill	Regular
	AP 3 Year Business Plan - Refresh	Andrew Gill	Fixed
	Park Update	Mark Evison	Regular
Prov Oct			

ALEXANDRA PALACE AND PARK BOARD

WORK PROGRAMME 2010/11 AND PROVISIONAL WORK PLAN 2011/12

2011			
	Annual Property Matters Report	Mark Evison	Fixed
	Finance Update	Helen Downie	Regular
	Governance Update	Andrew Gill	Regular
	Park Update	Mark Evison	Regular
Prov Nov 2011			
	Finance Update	Helen Downie	Regular
	Governance Update	Andrew Gill	Regular
	Park Update	Mark Evison	Regular
Prov Dec 2011			
	Governance Update	Andrew Gill	Regular
	Internal Audit Report	Helen Downie	Fixed
	Finance Update	Helen Downie	Regular
Prov Feb			

ALEXANDRA PALACE AND PARK BOARD

WORK PROGRAMME 2010/11 AND PROVISIONAL WORK PLAN 2011/12

2012			
	Budget 2012/13	Helen Downie	Fixed
	Finance Update	Helen Downie	Regular
	Governance Update	Andrew Gill	Regular
	Park Update	Mark Evison	Regular
Prov Apr 2012			
	Finance Update	Helen Downie	Regular
	Governance Update	Andrew Gill	Regular
	Park Update	Mark Evison	Regular

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Agenda item:

ALEXANDRA PALACE PALACE Charitable Trust

ALEXANDRA PALACE & PARK BOARD On 30th November 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 results for the seven month period to 31st October 2010 and the forecast outturn for the 2010/11 financial year

1.2 To present the Board with options for reducing the Trust's revenue expenditure for 2010/11 and the risks associated with each option.

2. Recommendations

2.1 The Board is asked to note the results for the seven month period to 31st October 2010 and the forecast outturn for the 2010/11 financial year

2.2 The Board is asked to review the options for reducing Trust revenue expenditure in 2010/11 and the associated consequences and risks and advise the Interim General Manager of the action it wishes to take.

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 seven month period ended 31st October 2010 are tabulated against budget at Appendix 1.

3.2 Unrestricted income is £12k above budget and unrestricted expenditure is £107k below budget, giving a net positive variance against budget of £119k. The key variances are explained below.

3.3 The reforecast for the year is given at Appendix 2. The Trust unrestricted deficit for the year is currently projected to be £40k lower than budget, before the reforecast position of APTL is taken into account. This is broadly consistent with the forecast underspend presented to the Board on 14th October 2010.

3.4 A number of options for reducing the revenue expenditure of the Trust in the current

financial year are presented in paragraph 8.1, together with the associated risks. The Board is asked to review the options and advise the Interim General Manager of the action it wishes to take in light of this report.
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. Results for the period ended 31st October 2010

6.1 The results for the period ended 31st October 2010 are shown in Appendix 1. The restricted/designated element of the Trust's budget relates to capital grants from LB Haringey. £300k was secured in 2009/10 for targeted capital purchases to support the operations of the trading company, with £500k secured in 2010/11 for key building dilapidations work. The variable overhead expenditure in this column represents depreciation against those capital purchases.

6.2 Unrestricted income is £12k above budget and unrestricted expenditure is £107k below budget, giving a net positive variance against budget of £119k. Explanations for the key variances are given below.

6.3 Unrestricted income is £12k above budget due to leaseholder invoices for recharged electricity, part of which relates to usage during the previous financial year (£11k).

6.4 Prime costs are £12k overspent for the year to date. Salaries are £8.5k overspent due to a one-off payment of £9k into the pension scheme. Contracted services are £3k overspent due to an RPI increase applied retrospectively to the Parks contract; the Parks Manager is covering this increase from his variable parks budget.

6.5 Fixed overheads are slightly under budget due to lower central administration charges from LB of Haringey. Variable overheads are £97k below budget, with the key variances summarised as follows:

Category	Year to Date (Over)/Underspend	Explanation
Repairs and maintenance	£56k	Timing of essential repairs and maintenance
Legal fees	(£21k)	Identified as risk in budget
Water rates	(£15k)	Backdated bill under dispute with Thames Water
Community Events	£20k	Budget assumed £20k of the £100k budget would be spent in October; fireworks cancellation costs of circa £10k will appear in November's accounts
Depreciation	£27k	Depreciation of assets purchased with the £300k and £500k capital grants is treated as a cost against the restricted capital fund
Recruitment	£6k	Inability to recruit suitably qualified Facilities Manager
Road repairs	£19k	Timing of essential repairs and maintenance
Parks variable costs	£8k	Offsetting the increase in the fixed contract cost (see 6.4)
Other	(£3k)	Small over/under spends
Total underspend	**£97k**	

6.6 Governance costs are £13k below budget, although this budget line will be fully spent by year end.

7. Forecast outturn for the financial year

7.1 Income and expenditure have been reforecast on a line by line basis, in consultation with individual budget holders.

7.2 The overall forecast is for a net underspend of £40k on budget. This is primarily due to the cancellation of the fireworks, which has resulted in a net saving in the Trust's accounts of circa £60k.

7.3 Income is forecast to be £24k below budget due to the removal of £29.5k income from the fireworks and £6k concession income from ice cream vans in the park The latter is now managed by APTL and a significantly higher annual licence fee has been secured. These two adjustments are offset by the £12k positive variance for the year to date.

7.4 Salaries are forecast to be £12k below budget due to the ongoing delay in appointing a Facilities Manager. Following two unsuccessful recruitment drives, other options are now being explored to fill this gap in the Trust team. The Health and Safety post in the original budget has also been removed. Much of this work is being covered by Systems Concepts, a health and safety consultancy.

7.5 Contracted costs are forecast to be £27k underspent. There is a £39k projected underspend in security, repairs and maintenance relating to the new integrated facilities management contract, which has a reduced 'fixed' element compared to the previous contract. This is offset by a corresponding overspend in variable repairs and maintenance costs. The balance relates to a £12k projected overspend in the parks maintenance contract, which is offset by a planned underspend in variable park maintenance costs.

7.6 Fixed overheads are forecast to be £7k underspent due to a reduction in the provision for central administration charges from LB Haringey.

7.7 Variable overheads are forecast to be £18k below budget. This movement can be summarised as follows:

Category	**Projected (Over)/Underspend**	**Explanation**
Repairs and maintenance	(£39k)	New IFM contract allows greater flexibility, shifting reactive and non-cyclical works from fixed to variable cost
Legal fees	(£20k)	Reflects overspend YTD
Water rates	(£15k)	Backdated bill under dispute with Thames Water
Community Events	£90k	Fireworks cancellation
Depreciation	(£6k)	Depreciation on ice rink investment from January 2011
Parks variable costs	£12k	Offsetting the increase in contracted costs (see 7.5)
Other	(£4k)	Small over/under spends
Total underspend	**£18k**	

The original budget assumed a small reduction in R&M and security costs once the new contract comes into affect. No further cost reductions are assumed in the forecast at this stage.

7.8 At its meeting of 14th October 2010, the Board was presented with an exempt report on the revised profit forecast of the trading company for 2010/11. The trading company profit forecast is updated monthly and scrutinised by the company's newly formed Finance and Audit Committee and at fortnightly meetings of the APTL Senior Management Team. Where possible, costs are being reduced and income generating opportunities exploited in order to maximise the gift aid payment to the Trust.

8. Potential areas of reduction in revenue expenditure

8.1 At their meeting of 14th October 2010, the Board asked the Interim General Manager to provide a list of areas in which expenditure could be curtailed in order to minimise the impact of any reduction in the gift aid payment from the trading company on the deficit funding requirement for the year.

8.2 The Trust's main areas of expenditure are contractual commitments, repairs and maintenance and staff costs. There is limited scope for reducing discretionary expenditure. The Interim General Manager has not reviewed the expenditure or income of the trading company in this review.

8.3 The following table presents a number of options for the trustees' consideration and highlights the associated consequences and risks:

Category	Potential reduction	Explanation	Consequence/Risk
Repairs and maintenance	£50k	Could be achieved through reducing reactive maintenance to an absolute minimum	Negative Impact on APTL's business. Increased risk of major systems failure. Not achievable if significant failure.
Salaries	£10k	Reduction in support staff	Trust management team not adequately supported. Strategic work suffers, increased stress . Gaps in Receptionist cover.
Road repairs	£30k	Road lighting maintenance not carried out	Health and safety risk to public. Stakeholder dissatisfaction Access to building impaired which impacts APTL's business.
Parks variable budget	£10k	Approx £18k of the Park Manager's budget is uncommitted; this could be curtailed by £10k	Stakeholder dissatisfaction. Not achievable if urgent maintenance required to meet landlord obligations.

8.2 The Board is asked to consider the above options and advise the Interim General Manager of any action they wish to take.

10. Legal and Financial Comments

10.1 The Trust solicitor's advice has been taken into account in the preparation of this report.

10.2 The LBH Head of Legal Services was invited to comment on this report.

10.3 The London Borough of Haringey Chief Finance officer urges the Board to keep budgets under constant review in order to maximise the level of underspends and ensure that savings are maximised in the current financial year and in future years.

11. Equalities Implications

11.1 The Trust currently has 2 permanent employees, 2 employees on casual contracts and one seconded employee. Reduction in support staff would have an impact on staffing levels and the staff that remain. There would be increased pressure of work on the remaining employees.

12. Use of Appendices / Tables / Photographs

12.1 Appendix I – Actual versus budget for the period ended 31st October 2010
12.2 Appendix 2 – Forecast outturn for the 2010/11 financial year

Appendix 1

ALEXANDRA PALACE AND PARK CHARITABLE TRUST

ACTUAL VERSUS BUDGET FOR THE 7 MONTHS ENDING 31ST OCTOBER 2010

	TOTAL TRUST FUNDS			UNRESTRICTED				
	Unrestricted	Restricted/ Designated	Total	Budget	Actuals	Variance	Variance %	Annual Budget
	£	£	£	£	£	£		£
Concessions/Leases	158,920	0	158,920	158,046	158,920	874	1%	280,445
Community Events	23,972	0	23,972	25,846	23,972	(1,874)	-7%	58,745
Sundry Sales	1,834	0	1,834	0	1,834	1,834	0%	100
Service Charges	10,973	0	10,973	0	10,973	10,973	0%	12,000
Designated capital grant income	0	500,000	500,000	0	0	0	0%	0
TOTAL INCOME	**195,699**	**500,000**	**695,699**	**183,892**	**195,699**	**11,807**	**6%**	**351,290**
EXPENDITURE								
Salaries	212,726	0	212,726	204,225	212,726	(8,501)	-4%	350,100
Contracted Services	630,335	0	630,335	626,960	630,335	(3,375)	-1%	1,033,139
TOTAL PRIME COSTS	**843,061**	**0**	**843,061**	**831,185**	**843,061**	**(11,876)**	**-1%**	**1,383,239**
Fixed overheads	183,723	0	183,723	188,461	183,723	4,738	3%	323,075
Variable overheads	504,254	28,481	532,735	601,480	504,254	97,226	16%	1,098,176
TRUST BEFORE GOVERNANCE COSTS	**(1,335,339)**	**471,519**	**(863,820)**	**(1,437,234)**	**(1,335,339)**	**101,895**	**-7%**	**(2,453,200)**
Governance costs	13,277	0	13,277	30,000	13,277	16,723	0%	30,000
TOTAL TRUST OPERATION	**(1,348,616)**	**471,519**	**(877,097)**	**(1,467,234)**	**(1,348,616)**	**118,618**	**1%**	**(2,483,200)**

APPENDIX 2

ALEXANDRA PARK AND PALACE CHARITABLE TRUST

FORECAST OUTTURN FOR THE 2010/11 FINANCIAL YEAR (UNRESTRICTED FUNDS)

	Actuals to October	Forecast Nov-Mar	Forecast Total	Annual Budget	Variance	Variance %
Concessions/Leases	158,920	116,399	275,319	280,445	(5,126)	-4%
Community Events	23,972	3,400	27,372	58,745	(31,373)	8%
Sundry Sales	1,834	100	1,934	100	1,834	-50%
Service Charges	10,973	12,000	22,973	12,000	10,973	10%
TOTAL INCOME	**195,699**	**131,899**	**327,598**	**351,290**	**(23,692)**	**2%**
EXPENDITURE						
Salaries	212,726	125,110	337,836	350,100	12,264	-42%
Contracted Services	630,335	376,142	1,006,477	1,033,139	26,662	0%
TOTAL PRIME COSTS	**843,061**	**501,252**	**1,344,313**	**1,383,239**	**38,926**	**-8%**
Fixed overheads	183,723	132,475	316,198	323,075	6,877	0%
Variable overheads	504,254	575,673	1,079,927	1,098,176	18,248	-9%
TRUST BEFORE GOVERNANCE COSTS	**(1,335,339)**	**(1,077,501)**	**(2,412,840)**	**(2,453,200)**	**40,360**	**-8%**
Governance costs	13,277	16,723	30,000	30,000	0	-17%
TOTAL TRUST OPERATION	**(1,348,616)**	**(1,094,224)**	**(2,442,840)**	**(2,483,200)**	**40,360**	**-8%**

ALEXANDRA PALACE
Charitable Trust

Agenda item:

Alexandra Palace & Park Board **on 30th November 2010**

Report Title: **Governance Update**

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

1. Purpose

1.1 To report back on progress, following the resolutions of the Board on 6 September 2010 and 14 October 2010 in the following areas:

a) Recruitment of Independent Advisors to the Board
b) Master planning (the Alexandra Park & Palace Regeneration Working Group)
c) Structural changes to streamline processes and systems - the review of the APP Statutory Advisory Committee (APPAC) and Consultative Committee (APPCC),

2. Recommendations

2.1 That the Board notes the progress to date in implementing a number of its previous resolutions on Governance and Future Vision outlined in this report.

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 This report updates the Board on progress in implementing a number of its previous resolutions on Governance and Future Vision.
3.2 Work is progressing on the recruitment of Independent Advisors to the Board.
3.3 The work of the APPRWG has commenced and is the subject of separate report to this Board meeting.
3.4 There has been limited progress towards a combined and more effective stakeholder forum;
3.4.1 The APPAC Working Group met on 8 November 2010 and it has arranged to meet again with a view to formalise recommendations for the next APPAC meeting on 25 January 2011.
3.4.2 The APPCC has resolved to create a Working Party comprised of four members of the Committee and that the Working party should meet as soon as possible.
3.5 The development of the NCVO Code of Good Governance into a bespoke Code of Governance in the form of a Trustee Handbook is progressing. On 24 October 2010 the NCVO issued a revised and simplified Code for consultation and this will be the subject of a further report to the Board at its meeting on 21 December 2010.

4. Reasons for any change in policy or for new policy development (if applicable) 4.1 Resolutions made by the Board on 29 June 2010, 6 September 2010 and 14 October 2010.
5. Local Government (Access to Information) Act 1985 5.1 N/A

6. Description

6.1 At its meeting on 6 September 2010 the Board resolved to adopt an 'interim' model for structural change, including the appointment of Independent Advisors to the Board and a review of the Alexandra Park and Palace Advisory Committee and Alexandra Palace and Park Consultative Committee as the most appropriate phased approach towards the longer term aspiration of legal/financial independence.

6.2 At its meeting on 14 October 2010 the Board received an update on the remaining key tasks associated with developing the Governance of the Trust. Since that date there has been progress on the tasks outlined below.

6.3 **The Appointment of Independent Advisors to the Board.** The Board has previously discussed the terms of engagement, job description and recruitment process for the Independent Advisors and provided a steer to the IGM on these aspects of this task.

6.3.1 The Board has been asked whether it wishes to specify skills, experience or qualifications for inclusion in a Candidate Specification for the role of Independent Advisor and it asked the IGM to circulate a revised Job Description containing a Candidate Specification for comment. This has been done and comments are awaited.

6.3.2 The IGM is currently researching the options for the advertising and recruitment of the role with a view to the Trust gaining maximum value from the process.

6.3.3 The skills and experience that the Board wishes to add in the form of Independent Advisors may be specific to particular professional or sector bodies and there may be some merit in approaching those organisations directly at the level of Chair/Chief Executive to enquire whether suitable individuals are known to them.

6.3.4 The Board has previously noted that it would further consider these issues at a future Board meeting and following this, the agreement of the Full Council of LB Haringey would be required prior to the appointment of Independent Advisors, as this was a variation to the Membership of the Board – albeit the Independent Members would only be appointed in a non voting advisory capacity.

6.3.5 The Board has been advised of the need to ensure that the matter was discussed through the political groups of the LB Haringey prior to submission at Full Council.

6.3.6 Arrangements have been made for officers to brief the Liberal Democrat Group on the revised governance of AP&P at its meeting on 5 January 2011.

6.4 **Master planning (the Alexandra Park & Palace Regeneration Working Group).**

6.4.1 Progress of the APPRWG and its recommended Vision for AP&P is the subject of a separate report to this Board meeting.

6.5 **Structural changes to streamline processes and systems.**

6.5.1 It is recognised that whilst the APP Statutory Advisory Committee (APPAC) is constituted in an Act of Parliament, there could be means of enhancing its current remit/membership. Both Committees were requested by their Chairs to consider holding an inaugural joint meeting at which both groups need to agree a process for 'holding a mirror to themselves', as the Trustees have done, and identify actions to streamline their processes and improve effectiveness; including consideration of the necessity of having two separate groups.

6.5.2 Progress towards a combined and more effective stakeholder forum has commenced. The APP Statutory Advisory Committee (APPAC) and Consultative Committee (APPCC) have both held meetings since 14 October 2010.

6.5.3 The APPAC at its meeting on 7 September 2010 resolved to create a Working Group comprising four members of the Committee to explore the proposals and to consider how the Committee might operate more effectively. The Working Group met on 8 November 2010 and it has arranged to meet again with a view to formalise recommendations for the next APPAC meeting on 25 January 2011.

6.5.4 The APPCC at its meeting on 16 November resolved to create a Working Party comprised of four members of the Committee and that the Working party should meet as soon as possible.

6.5.5 Officers continue to support both Committees in this matter and will advise the Chair of the Board on the legal and constitutional aspects of the Committee's deliberations. Further reports on the matter will be provided to future meetings of the Board.

6.6 Bespoke Code of Governance for The Trust

6.6.1 The development of a Trustee handbook incorporating the NCVO Code of Good Governance was considered by the Board at its meeting on 14 October 2010 and this work is being progressed by the IGM. Since that date the NCVO has issued a revised and simplified code and this will be the subject of a further report to the Board at its meeting on 21 December 2010.

7 Consultation

7.1 There has been no specific consultation on this report beyond the liaison with the APP Statutory Advisory Committee and APP Consultative Committee (APPCC) described at 6.5 above.

8 Recommendations

8.1 That the Board notes the progress to date in implementing a number of its previous resolutions on Governance and Future Vision outlined in this report.

9 Legal Implications

9.1 The Trust's Solicitor was invited to comments on the report and had no specific comments.

9.2 The LBH Head of Legal Services was invited to comment on this report and had no specific comments.

10 Financial Implications

10.1 In 2010/11 a budget allocation of £30,000 was approved by the Trustees to complete this work. Actual spend YTD is £15,000. No additional budget is anticipated at this stage. If additional funding were required, Trustees would be asked to redirect funds from other revenue budgets.

10.2 The LBH Chief Finance Officer was invited to comment on this report.

11 Use of Appendices/Tables/Photographs

11.1 Revised Job Description (containing a Candidate Specification) for Independent Advisors.

APPENDIX 1

Alexandra Palace & Park Charitable Trust (APPCT)

DRAFT JOB DESCRIPTION (v3)

Post: Independent Advisor to the Board

Responsible to: The Board of APPCT

Introduction (Letter from the Chair)

The role of Independent Advisor to the Board of Alexandra Park & Palace is an exciting development in the long history of the iconic site we know as "Ally Pally". As the Board moves into the next crucial phase of developing its long-term strategy you could play a key part in influencing and advising on the direction Ally Pally takes next.

Your knowledge, experience and expertise will be valued and respected by the Board, its officers and stakeholders. Your advice could make a real difference, not merely to the Board, but to the hundreds of thousands of people who visit Ally Pally each year and the millions who might visit a regenerated Ally Pally in the future.

Yours faithfully etc.

Working 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 unlimited 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.

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 Board has recently created a new working group, the Alexandra Park & Palace Regeneration Working Group (APPRWG) the role of which is to oversee and give direction to the design, formulation and adoption of a sustainable regeneration strategy for Alexandra Park and Palace and will include the delivery of a strategic master Plan which will provide an integrated framework for future commercial and development delivery.

Once the planning framework has been resolved the Board will move on to consider a new Strategy to replace the one of holistic development abandoned by the Board in January 2010.

The Role of the Trustees

Trustees take ultimate responsibility for the work that the Trust does, and the way in which it spends its money to achieve its aims. It is a big responsibility, focussing on the strategic direction of the organisation, agreeing plans and budgets, and holding the Chief Officer to account for the delivery of the plans.

It has a legal dimension too, with Trustees legally responsible for ensuring that the organisation operates to standards set by Parliament and the Charity Commission.

The Role of the Independent Advisors

The role differs from that of Trustee in the sense that it has no general or regulatory accountability for the operation of the Charity's affairs. At APPCT it also differs in that, currently, only elected members of Haringey Council can be Trustees of the Charity. Accordingly Independent Advisors are full members of the Board but they are not able to vote in board meetings. In practice, decisions are rarely pushed to a vote as the Chair tries hard to seek consensus and unanimity when the Board is asked make decisions.

You will have demonstrable expertise and board level experience in one or more of the areas of fund raising, heritage or hospitality.

Commitment

This is a meaningful and important role in which you will be expected to act as an Ambassador for Alexandra Park & Palace. It is a task that will take time to do properly, we estimate the equivalent of at least one day per month on average, possibly more during periods of intense activity.

APPCT Board meets about 6 or 7 times per year, usually taking a long break during the summer period. There may be sub committees or working groups, with authority delegated to them by the Board, meeting at other intervals. Staff or stakeholders may seek to consult with you on your particular area of expertise. You may be asked to represent the Trust at outside meetings with potential funders or influencers, attend our open days, or work alongside staff at events and receptions.

Key Responsibilities

1 To provide specific advice to the Board on your area/s of expertise and professional experience.
2 To act as an Ambassador for APPCT
    - that the criteria for expertise could fall into 3 main categories – fund raising, heritage, hospitality
    - that the Independent Advisors would not receive any monetary stipend for the role but would be able to claim reasonable expenses
    - that the Independent Advisors would be seen in an ambassadorial role with a whole range of abilities and that their function be a meaningful one

3 To assist other Board members to hold APPCT 'in trust' for donors and current and future beneficiaries by;

- Ensuring that the Trust has a clear vision, mission and strategic direction, and is focused on achieving these
- Being responsible for the performance of the Trust and for its 'corporate' behaviour
- Ensuring that the Trust complies with all legal and regulatory requirements
- Acting as guardians of the Trust's assets, both tangible and intangible, taking all due care over their security, deployment and proper application
- Ensuring that the Trust's governance is of the highest possible standard
- To work in partnership with other Board members, the Chief Officer and other senior staff

Duties

To use your knowledge, skills, experience and expertise to assist the Board to;

1. To agree the vision and strategy for the Trust
2. To ensure that the business plan and budget reflect the agreed strategic direction and are appropriate
3. To agree the measures for objectively monitoring the progress of the charity towards its strategic goals
4. To monitor the achievement of the Trust against the key measures from the business plan and budget
5. To hold the Chief Officer accountable for the achievement of the Trust's goals, and provide them with regular, constructive feedback on both management and overall achievement
6. To appoint the Chief Officer, to set their terms and conditions and to ensure that the organisation and the appointee invests in ongoing professional development, and considers succession planning
7. To agree the Trust's policies and ensure that they will assist in the achievement of the strategic and business plans
8. To ensure that the Trust has satisfactory financial control systems and procedures, and to review the level of risk annually
9. To safeguard the Trust's reputation, and other intangible assets
10. To reflect annually on the Board's performance and your own performance as a Board Member.

Tasks

1. To participate in the annual Trustee induction meeting and planning workshops or Away Days.
2. To attend Board meetings, read relevant papers and be prepared to make relevant contributions to discussion and providing guidance to officers of the Trust.
3. To support the staff when requested, sharing expertise, as a member of a working group or in other appropriate ways
4. To be prepared to act as a spokesperson for the Trust when asked by the Chair or Chief Officer, and to work within an agreed brief

5. To attend events as an ambassador for Trust, to network and promote the work of the organisation

6. To assist with fundraising by speaking, networking and otherwise seeking donations in conjunction with staff and volunteers as appropriate

Self Development

To develop own skills and capabilities through appropriate continuing professional development, including participation in Board appraisals and review of strategic 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. To comply with the Trust's Governing Documents, including its Code of Governance and its various policies and procedures relating to the Trust's activities.

Equalities

To promote and implement the Trust's Equality and Diversity policies in all areas of the work.

Candidate Specification

Experience

- Demonstrable record of recent achievement and influence in the venue/leisure/tourism/heritage sector/s.
- Recent experience of securing investment for large scale refurbishment of an existing facility at Board level
- Ability to command respect in field of expertise.
- Understanding of public/private sector working in collaboration
- Considerable experience of working at Board or senior level in a strategic capacity.

Skills

- Exceptional qualities at a senior level in a relevant environment.
- Passion for the heritage and historic values of Alexandra Park and Palace.
- The ability to analyse and interpret budgets, capital bids and other financial/business information
- Exhibit determination to offer effective support for the regeneration of Alexandra Park & Palace.

- Creative and visionary skills to help set and drive through the future vision
  for Alexandra Palace and Palace.
- Ability to apply objectivity and maintain independence whilst working effectively with colleagues.

Terms of Engagement

1. The role of Independent Advisor, like that of Trustee, is unpaid but reasonable epxenses incurred may be reclaimed from the Trust.
2. The term of office will be in accordance with the Constitution of Haringey Council, which currently means that APPCT Board members are appointed annually at the Council's AGM.

Key Working Relationships

1. Board of APPCT
2. General Manager APPCT
3. Alexandra Palace Stakeholder Committees
4. Alexandra Palace Trading Ltd

Further details are available from;

Councillor Pat Egan
Chair of APPCT
Alexandra Palace & Park Charitable Trust
Telephone 0208 365 4321

Email Patrick.Egan@haringey.gov.uk

Andrew Gill
Interim General Manager
APP Charitable Trust
Telephone 0208 365 4340
Mobile 0797 3373 048

Email andrew.gill@appct.org

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ALEXANDRA PALACE Charitable Trust

Agenda item:

ALEXANDRA PALACE & PARK BOARD On 30th November 2010

Report Title: **Capital Projects Update November 2010**
Report of: **Andrew Gill, Interim General Manager, Alexandra Palace & Park Charitable Trust**
1. Purpose 1.1 To update the Board of the progress on Capital Projects during 2010/11. 1.2 To update the Board on the progress of the further bid to the Council for Capital funding in 2011/12
2. Recommendations 2.1 The Board is asked to note the progress report on the Capital projects. 2.2 The Board is asked to note that a further bid of £500k Capital funding has been made to the Council for 2011/12 2.3 The Board is asked to note that it will receive further updates on the matters covered by this report at future Board meetings.
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** **Telephone Number: 020 8365 4334**
3. Executive Summary 3.1 The Ice Rink replacement is still proceeding to budget and a programme completion date of 10 December 2010. The programme is on a critical path and dependent on meeting the planned scheduled delivery, installation and commissioning of the key Ice Rink Plant & Equipment to successfully meet this completion date. (An updated progress report will be given at the meeting). 3.2 Works are progressing on the £500k programme of dilapidation works as detailed in the main body of the report. 3.3 A further bid of £500k has been made to the Council for capital funding during 2011/12 to replace the Fire Alarm systems and further address the external fabric of the building.

4. Reasons for any change in policy or for new policy development (if applicable) Not applicable
5. Local Government (Access to Information) Act 1985 5.1 No specific background papers were used in compiling this report.

6 Progress Report on 2010/11 Capital Expenditure

Ice Rink Replacement

6.1 As previously reported the sum of £2.266 million has been secured from the Council via Prudential Borrowing to replace the Ice Rink. This will be repaid over a period of 12 years from the resulting increased operating profits of the new facility. Interest will be charged on this loan at a rate of 3.59%.

6.2 An additional sum of £66,461 has also been approved by the Council's Sustainable Investment Fund (SIF) programme for a low emissivity ceiling for the ice rink. This sum will be repaid to the Council from the resulting energy cost savings delivered from the new ceiling over a five year period. This loan does not attract interest.

6.3 The base of the new Ice Rink has now been completed and 10.7 miles of plastic pipework has been buried in the structure to carry the glycol cooling fluid for the ice formation.

6.4 During the casting of the concrete base a time capsule was buried in the structure by the Ice Rink Management.

6.5 The toilets, changing rooms and front kiosk are all continuing with their refurbishment works.

6.6 The new Ice Rink equipment being manufactured by ICETECH UK is now arriving on site and their technicians are carrying out installation works. The major lift of the external chiller equipment onto the roof plant area is scheduled for the 22 and 23 November 2010

6.7 The Managing Contractor (Lengard) is still advising that the project is due for completion on 10 December 2010. The programme is now following a critical path and dependant on meeting the planned scheduled delivery, installation and commissioning of the key Ice Rink Plant & Equipment to ensure completion on this date.

6.8 Mobilisation activities to make the new Ice Rink operable have been agreed with the project team and Alexandra Palace staff activities have been defined.

6.9 Should the project complete late due to the fault of the contractor, there are liquidated damages set against the contractor. These are likely to be enforced by the Project Sponsor, the Interim General Manager with support from the Project Board.

7 Dilapidation Works

As detailed in the previous reports to the Board, APPCT obtained a capital grant from the Council for 2010/11 of £500,000.

The following is a progress report on these works:-

7.1 Internal Dilapidations

7.1.1 Work has been tendered for the refurbishment of the Palm Court Entrance, Phoenix Bar Toilets and Palm Court meeting rooms. Discussions have been held with the lowest tenderer and contracts will be placed shortly to implement the works. The work is being programmed in conjunction with the APTL Events Team to ensure that it will have minimum impact on the operations of the business.

7.2 External Building Dilapidations

7.2.1 The contract commissioned through the Council's Framework to produce a detailed survey of the building external fabric has now been completed

7.2.2 The objectives of the report were to identify key areas of:-

- Health and Safety Risk. (Falling brickwork and masonry)
- Security/Fire Risk (gaps in structure allowing access into the internal fabric)
- Actions to arrest further deterioration of the fabric. (e.g. water ingress, weed growth)

7.2.3 The report prioritises and budget costs the minimum works that need to be undertaken to ensure the deterioration of the fabric is arrested. It is estimated a sum of £756k needs to be invested over the next 10 years with much of this expenditure within the next 2 to 3 years (See Appendix 1). The priority 1 actions at a cost of £138k are currently being addressed and this sum has been allocated during this financial year. This will provide a minimal investment on the structure to keep it safe and water proof; these monies will not however address the severe fabric dilapidations in areas of the East wing (e.g. Theatre).

7.2.4 During this survey the area along the South terrace adjacent to the Panorama Room was found to be in an extremely poor condition. A design solution of underpinning the arches with extra steelworks concealed from view by the decorative wooden cladding is proposed. Discussions are being held with the Council's Design & Conservation Departments to get approval to proceed with this proposal. A contract for completing the work should be placed shortly.

7.2.5 An overview of the condition of the external building fabric is shown in a selection of the photographs in Appendix 2.

7.3 Fire Alarm Upgrade/Replacement

7.3.1 The design and specification for the fire alarm system replacement are currently being prepared. Tendering will take place early in 20111 and the works form part of the capital bid to the Council for 2011/12.

7.4 Theatre

7.4.1 The Council's Framework consultant has continued to address the dry rot in parts of the wooden structure with view to placing a contract for chemical treatment to arrest further deterioration of the structure.

7.4.2 This has identified the structure to be in a poorer condition than had been previously identified. Cost estimates to address these works are currently being obtained.

7.4.3 Discussions have taken place with English Heritage on the structure with view to trying to secure monies to address the dilapidations. This is still in progress and will be reported in a future Board report.

7.4.4 Further works have been suspended on this project while discussions are in progress.

7.5 Upgrade of the Data/Comms Cabling Infrastructure.

7.5.1 Since the upgrade of the data/comms infrastructure a new telephone system has been tendered. This has shown that the outright purchase of a new system would cost around £46k or £12k per annum based on a finance lease over 5 years. A decision on how to proceed has been deferred until the IT system review has been completed.

7.6 External Hydrant Main

7.6.1 The internal inspections of the underground hydrant main have been completed. The results of this work have proved inconclusive as to whether the system could be easily re-lined unless further works are undertaken. However, since the operating pressure has been corrected the system has proved more reliable. Further investment has therefore been suspended on this activity at this time.

7.7 Other Funds

7.7.1 New barriers to support APTL operations and site security have been purchased.

7.7.2 APTL are working on the improvements to the external signage.

7.7.3 New carpet tiles have been purchased for the West Hall.

7.7.4 A small sum has been allocated to address predictable outcomes of the strategic review of the IT systems across the site.

8. 2011/12 Capital Bid to the Council

8.1 A Business Case has been submitted to the Council for the release of a further £500k for the 2011/12 financial year. The substantial part of these monies would be targeted at:-

- Replacement of the fire and evacuation systems across the site.
- Further urgent repairs to the external fabric.

10.2 The Business Case referred to above shows a "10 year Minimal Capital Investment Plan" which seeks to address high priority areas of non-compliance, service reliability and customer perception. The Board has previously been informed that in the view of the IGM's Facilities Team a continued capital investment programmes will be required over the next 10 years and that the £500k second tranche of capital monies for 2011/12 is essential to support this programme.

10.3 In a Public Interest Report published in 1999 the District Auditor affirmed that the local authority had a statutory duty to "uphold, maintain and repair" the Palace and to meet the operating costs of the charity notwithstanding that the local authority was only a charity trustee and that charity funds were exhausted. However, this duty to spend was said to be at a minimum level and was required to be exercised only so far as necessary. It should be noted that there are also statutory discretionary powers of the local authority to spend on anything calculated to promote the public's use and enjoyment of the Palace and Park.

10.4 The funding applications to the Council for both Revenue and Capital funding are consistent with the minimum obligations as regard to the upkeep and the level of funding being sought is to meet the basic repairs to ensure the Trustees are not in breach of the trust

9. Consultation

9.1 Progress on capital and major revenue works are reviewed on a monthly basis at the Facilities Meetings between senior management of the Trust and APTL.

8.2 Regular progress reports will continue to be submitted to the APPCT Board throughout the year.

10. Legal and Financial Comments

10.1 The LBH Head of Legal Services has been consulted and has no specific comments.

10.2 The Trust solicitor's advice has been taken into account in the preparation of this report.

10.3 The LBH CFO notes the contents of this report.

11. Equalities Implications

11.1 There are no perceived equalities implications in this report.

12. Use of Appendices / Tables / Photographs

Appendix 1: Costed Asset Management Plan Produced During Summer 2010

Appendix 2: Photographs of Condition from 2010 Survey
(colour copies will be available for review at the Board meeting)

Appendix 1: Costed Asset Management Plan Produced during summer 2010 to address the high priority areas of dilapidation.

Location	Yr 1		Yr 2-3		Yr 4-5		Yr 6-10		Totals	
Elevations - South	£	122,455.00	£	67,513.00	£	5,850.00	£	21,493.00	**£**	**217,311.00**
Elevations - West	£	22,496.00	£	12,286.00	£	8,714.00	£	-	**£**	**43,496.00**
Elevations - North	£	25,000.00	£	36,400.00	£	20,270.00	£	750.00	**£**	**82,420.00**
Elevations - East	£	13,260.00	£	12,914.00	£	2,057.00	£	-	**£**	**28,231.00**
Elevations - Roof Level	£	6,795.00	£	19,550.00	£	1,450.00	£	-	**£**	**27,795.00**
Roofs	£	33,900.00	£	93,715.00	£	106,800.00	£	122,900.00	**£**	**357,315.00**
Sub Totals	**£**	**223,906.00**	**£**	**242,378.00**	**£**	**145,141.00**	**£**	**145,143.00**	**£**	**756,568.00**

ALEXANDRA PALACE
Charitable Trust

Alexandra Palace & Park Board	on 30th November 2010

Report Title: **Park Update**
Report of: **Mark Evison, Park Manager**
1. Purpose 1.1 To inform the Alexandra Palace and Park Board of the matters pertaining to the park at the current time.
2. Recommendations 2.1 That the Board notes the report.
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 This report summarises current matters relating to the park, including the non-fireworks event, the park tenants including Little Dinosaurs, the underground services and the winter gritting procedures.
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 N/A

6. Non-Fireworks Event

6.1 Following the cancellation of the annual Fireworks Display this year, the Park Manager was asked to implement a contingency plan for the evening of 6th November 2010.

6.2 The main risk identified was that hundreds or even thousands of visitors would attend site out of habit, expecting a display, or to view the displays elsewhere across London. These visitors would need to be managed to maintain their safety and to maintain the security of the Palace building.

6.3 Pre-publicity was circulated in many formats to advise the public that there was no event this year. The coverage included posters in local businesses, editorial coverage and advertisements in newspapers, notifications on stations and bus stops, signs on site and in local shops and businesses.

6.4 Security staff, barriers and signs were put in place in preparation for a large number of visitors. The staff were tasked to ensure the safety and security of the building and to ensure that Alexandra Palace Way did not become blocked by vehicles attempting to stop and view the fireworks across London.

6.5 A further concern was the increased fire risk from unauthorised fireworks and 'Chinese lanterns' coupled with the planned strike action by the Fire Brigades Union.

6.6 To combat this risk, Fire Officers were on site on the evenings of both the 5th and 6th November and extra fire-fighting equipment was installed in the palace's security vehicle.

6.7 As the evening of Saturday 6th November developed, it was clear that the publicity plan had worked, less than 250 people attended. Apart from odd incidents of unauthorised fireworks being let off, the evening passed peacefully.

6.8 The costs relating to the non-fireworks event were circa £8,500, against a forecast of £10,000.

7. Update on Little Dinosaurs & Park Tenants

7.1 Board Members will recall that a Planning Enforcement notice was served on Little Dinosaurs in April 2010. The tenant appealed and the case was referred to the Planning Inspectorate. At the time of writing it is understood that a planning inspector is due to carry out a site visit in late November.

7.2 In order to prevent incidents of this nature in future, all leaseholders in the park will be required to comply with their agreements to the letter. A lease review has been undertaken, and a number of issues have been identified. These issues will need to be rectified or regularised on a case by case basis. This process will start at the Park Tenant's Meeting booked in early December.

8. Underground Services

8.1 Many services including street lighting cables and sewerage systems are currently experiencing problems due to their age.

8.2 Current problems include loss of the street lighting in the Grove and on Alexandra Palace Way, and the poor condition of the sewerage system in the Grove and around the children's play area. Revenue budgets can fund some basic repairs this year.

8.3 Many of these systems are reaching the end of their working life. Costs for replacing these systems have been included in the ten year Capital Expenditure Plan, which is part of the 2011-12 dilapidations bid to Haringey Council.

9. Winter gritting procedures

9.1 The Grounds Maintenance contractor has supplied a mechanical spreader which can be mounted on their off-road buggy. This will mean that rock-salt can be spread more efficiently that the manual method that has been utilised in the past.

9.2 In severe winters, such as occurred in the last two years, staff did their best to travel into work and carry out treatment works. However the length of last years' cold period, together with the formation of the national salt cell, which restricted access to supplies, meant that the palace's entire stock was exhausted.

9.3 There is a stock of rock salt on site, and salt bins have been located at key junctions and footpaths.

9.4 The priority location for treatment is the Palace building and its surroundings, as it is a place of employment. Other areas, such as the grove and lakeside then follow. It is not the policy to treat all hard surfaced areas in the park.

9.5 Alexandra Palace Way is treated by Haringey Council as a priority 1 route in their borough-wide Winter Service Plan.

10. Recommendations

10.1 That the Board notes the report.

11. Legal Implications

11.1 The Trust solicitor's advice been taken into account in the preparation of this report.

11.2 London Borough of Haringey's Head of Legal has been consulted and has no specific comments.

12. Financial Implications

12.1 London Borough of Haringey's Chief Financial Officer notes the contents of the report.

13. Use of Appendices/Tables/Photographs

N/A

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ALEXANDRA PALACE Charitable Trust

Agenda item:

Alexandra Palace & Park Board	on 30th November 2010
Report Title: **Regeneration Working Group Update**	
Report of: **Andrew Gill, Interim General Manager, Alexandra Palace & Park Charitable Trust**	

1. Purpose

1.1 To report back on early progress made by the Alexandra Park & Palace Regeneration Working Group (APPRWG) since the last meeting of the Board on 14 October 2010.

1.2 To seek the Board's approval for a new Mission Statement and Vision for Alexandra Park & Palace which will enable the Master Planning process to proceed in accordance with the strategic direction of the Board.

2. Recommendations

2.1 That the Board notes the early progress made by the APPRWG as outlined in this report.

2.2 That the Board notes that the proposed Vision has emerged from previous work done by the Board with officers and the input from stakeholders through the Future Vision Review undertaken in 2009 and early 2010.

2.3 That the Board approves or otherwise amends the Mission Statement and Vision for Alexandra Park & Palace in section 6.1 of this report.

2.4 That the Board endorses or otherwise amends the holding statement in section 7 of this report and authorises the Chair to issue this statement to stakeholders and interested parties, in consultation with the Interim General Manager and/or the Chair of the APPRWG.

2.5 That the Board instructs the Interim General Manager to inform the Chair of the APPRWG of its resolution on these matters.

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 This report updates the Board on progress made by the Alexandra Park & Palace Regeneration Working Group (APPRWG) since the last meeting of the Board on 14 October 2010.

3.2 The APPRWG considers it vital that the Board clearly sets out its Vision for AP&P in order to set the parameters for the Master Planning process.

3.3 The APPRWG appointed a sub-group chaired by the Vice Chair of the APPRWG to review the work previously done in this area, including the stakeholder liaison and one-to-one meetings undertaken by Harrison:Fraser as part of the Future Vision Review during 2009 and early 2010.

3.4 The APPRWG sub-group has proposed the Mission Statement (simply a quote of the Charity's objective from the 1995 Act of Parliament) and Vision Statement contained in this report.

3.5 The Vision Statement forms the basis of the Trust's direction to the APPRWG which will, in turn, inform the Trusts' future Strategy for the site.

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

4.1 Resolutions made by the Board on 12 January 2010, June 2010 and 6 September 2010.

5. Local Government (Access to Information) Act 1985

5.1 N/A

6. Description

6.1.1 At its meeting on 12 January 2010 the Board resolved to abandon its former strategy to award a long lease to a single developer, with a view to adopting a new Strategy for the regeneration of AP&P.

6.1.2 At its meeting on 6 September 2010 the Board resolved to approve the terms of reference and proposed membership of the Alexandra Park & Palace Regeneration Working Group APPRWG) and to create that Working Group to oversee and give direction to the design, formulation and adoption of a sustainable regeneration strategy for Alexandra Park and Palace that will include the delivery of a strategic master Plan which will provide an integrated framework for future commercial and development delivery.

6.1.3 The APPRWG has met twice since its inaugural meeting on 5 October 2010 and it is focussed on some key work streams including;

- Developing a project outline
- Identifying key next steps
- Putting together a communication and stakeholder engagement plan

6.1.4 The communications plan needs to take account of the key stakeholders with which regeneration will need to engage and some initial work has been done to identify and categorise those groups which would feed into any subsequent communications strategy.

6.1.5 The APPRWG considers it vital that the Board clearly sets out its Vision for AP&P in order to set the parameters for the Master Planning process. This is important because the Vision is a very clear public statement of what the Board wants to achieve for AP&P and for whom. The Mission Statement sets out the Board's core purpose and reason for being.

6.1.6 The Board will recall that it worked with the former General Manager on a draft Vision as part of the Review of Governance. However, the draft Vision was not approved as the Board requested further work on the Code of Governance.

6.1.7 As the Board has now abandoned its former Strategy it needs to develop a new Strategy for regenerating AP&P and it is envisaged that this will be informed and shaped by the work of the APPRWG in the form of a Master Plan for the site.

6.1.8 The APPRWG appointed a sub-group chaired by the Vice Chair of the APPRWG to review the work previously done in this area, including the stakeholder liaison and one-to-one meetings undertaken by Harrison:Fraser as part of the Future Vision Review during 2009 and early 2010.

6.1.9 The sub-group engaged the pro bono support of John Harrison to ensure that in considering a draft Mission Statement and Vision this work was clearly grounded in the quotes, phrases and aspirations of the stakeholders and Board Members as expressed during the extensive one-to-one interviews held last autumn (2009).

6.1.10 The draft Mission Statement reflects the Charitable Objects as set out in legislation i.e. the Alexandra Park and Palace Act 1985. The 1985 Act repealed the earlier legislation although it re-enacted much of it.

6.1.11 The draft Mission Statement is;

Mission: "To uphold, maintain and repair the Palace and to maintain the Park and Palace as a place of public resort and recreation and for other public purposes."

(Alexandra Park and Palace Act 1985)

6.1.12 The draft Vision Statement Is;

Vision: "To regenerate Alexandra Palace and Park, in the pioneering spirit of our founders, creating a proud, iconic London destination with global appeal - a successful, valuable and sustainable asset for all including the local community and stakeholders."

7 Consultation

7.1 While it progresses towards a Master Plan for the AP&P, the APPRWG recognises that it will need to communicate to stakeholders and interested parties what it is doing. The APPRWG has proposed the following holding statement for that purpose;

"The APPRWG was recently created by the Board of Trustees; the primary focus of the Working Group at present is to identify key work streams and resources in order to start the regeneration planning process. In addition, the Working Group is devising a communications strategy which will outline how a broad cross section of stakeholders will be engaged in this process. It is anticipated that such engagement will commence in early 2011. "

7.2 It is proposed that the above holding statement be attributed to the Chair and issued by him or on his behalf by the Interim General Manager or the Chair of the APPRWG.

7.3 The holding statement will be amended or replaced in early 2011 as the communications strategy for regeneration takes shape.

8 Recommendations

8.1 That the Board notes the early progress made by the APPRWG as outlined in this report.

8.2 That the Board notes that the proposed new Vision has emerged from previous work done by the Board with officers and the input from stakeholders through the Future Vision Review undertaken in 2009 and early 2010.

8.3 That the Board approves or otherwise amends the Mission Statement and Vision for Alexandra Park & Palace in section 6.1 of this report.

8.4 That the Board endorses or otherwise amends the holding statement in section 7 of this report and authorises the Chair to issue this statement to stakeholders and interested parties, in consultation with the Interim General Manager and/or the Chair of the APPRWG.

8.5 That the Board instructs the Interim General Manager to inform the Chair of the APPRWG of its resolution on these matters.

9 Legal Implications

9.1 The Trust solicitor's advice has been taken into account in the preparation of this report.

9.2 The LBH Head of Legal Services was invited to comment on this report and had no specific comments.

10 Financial Implications

10.1 None.

10.2 The LBH Chief Finance Officer was invited to comment on this report.

11 Use of Appendices/Tables/Photographs

None

ALEXANDRA PALACE
Charitable Trust

Agenda item: 13

ALEXANDRA PALACE & PARK BOARD **On 30 November 2010**

Report Title: **'Alexandra Palace, the People's Palace': a new identity**

Report of: **Rebecca Kane, APTL Managing Director**

1. Purpose / Outcome

1.1 To propose that Alexandra Palace adopts a unified identity for the Park and Palace which engages better with the venue's many customers.

1.2 To share with trustees the new identity recently considered by APTL.

1.3 To explain the creative process and how the brand values underpin the design.

1.4 To adopt the identity and branding across the site to strengthen our profile, position in the marketplace and communications of a unified vision.

1.5 To explain the process and costs to roll out the new brand across the site.

2. Recommendations

2.1 That Trustees support the adoption of a unified identity for both the Charitable Trust and the Trading Company.

2.2 That Trustees approve implementation of the new identity across the site.

2.3 That APPCT adopt and start trading under a common brand ethos; 'Alexandra Palace the People's Palace'

2.4 To delegate the implementation of style guidelines to the Interim General Manager of APPCT, in consultation with the Chair, once created to ensure consistency in the use of the new identity and how the organisations communicate in the future.

Report Authorised by: **Rebecca Kane, Managing Director** R.Kane

Contact Officer: Rebecca Kane, Managing Director, Alexandra Palace Trading Limited, Alexandra Palace Way, Wood Green, London N22 7AY. Tel number 0208 365 4343.

3. Executive Summary

3.1 Currently Alexandra Palace has an inconsistent brand proposition, a confusing means of communicating its purpose and speaks with many varied voices.

3.2 Alexandra Park &Palace should have one striking profile that reflects the heritage, vision and personality of Ally Pally, which allows us to innovate with the same vision and confidence as our founders.

3.3 Adopting this new visual identity will increase profile and kudos within the nine business sectors within which AP trades, whilst strengthening our appeal and offer in the charitable sector and the imminent regeneration work.

3.4 A proposal for improving site signage will be discussed with the SAC/CC and both Boards where planning and/or advertising consent is required. Like for like replacements of some signage will commence immediately that the new identity is agreed. Improving and increasing signage will allow the marketing team to sell advertising space to clients as a secondary income stream and allow sales to offer extra services to our clients, improving our offer against our competitors.

4. Use of Appendices/Tables/Photographs

4.1 PowerPoint presentation to be presented to APPB.

5. Financial Implications

5.1 APTL marketing budget funded the creative work to develop an identity which achieves a stated objective in the APTL business plan for 2010/11.

6. The Creative Process

6.1 Harrison:Fraser completed extensive consultation with staff, local residents, and stakeholder groups in 2009/10. The results of this consultation evolved into a clear brand vision (as presented to trustees in February/June 2010) which incorporates five brand values and the overarching essence of 'discovery'.

6.2 The main conclusions emanating from the research were:

- "It has the potential to be a major tourist attraction"
- "A magnificent building"
- "The People's Palace"
- "A Haringey icon"
- "The destination of choice for up and coming bands, comedy and arts"
- "A full calendar, 365 days a year, of arts, culture and entertainment"
- "The basement could become a creative powerhouse with architects and designers working there"

6.3 Some of the words stakeholders used to describe the opportunities at Alexandra Park and Palace; things that made Alexandra Palace great in the past:

- Innovative
- Visionary
- Enlightened
- Connected

- Forward looking
- Inclusive
- Democratic
- Pioneering
- Sense of discovery
- Confident
- Generous

6.4 The APTL Business Plan 2010/11 included commitment to 'develop a brand that:
- is uniquely defined & understood for its values and deliverables
- appeals to both potential business and consumer users of the spaces/park and where those users overlap (music & live events)
- provides a logical framework within which its many and varied offerings can co-exist comfortably without confusion
- is flexible to facilitate expansion of the offering, quickly, in response to market opportunities in the future'

6.5 This work informed the development of a new identity for APTL which was considered by the APTL Board on 24 September 2010. APTL board supported the use of the new identity on APTL sales material/web etc, but noted that the use of the brand identity across the facility would need to be considered by the Trust Board.

6.6 The brand identity is considered important to enable APTL to compete in the marketplace and demolish the myth that the venue solely trades in exhibitions and conferences. Sales material, a new website, standardised forms/paperwork have been or are in the process of being developed by APTL to ensure consistency and impact.

6.7 The many and varied customers/users of Alexandra Park & Palace can be reached more effectively if the venue speaks with one voice and a clear and unified proposition. Adoption of an identity across the site supports this clarity and strengthens the offer moving forward.

7. Signage

7.1 Improvements to signage will enable APTL to generate a secondary income stream in terms of selling advertising space. It will also allow the sales team to offer additional services to our clients.

7.2 A proposal for improving site signage will be discussed at the Statutory Advisory Committee, the Consultative Committee and both Board meetings where planning and/or advertising consent is required.

7.3 Like for like signage replacements will commence on adoption of the new identity.

8. Legal and Financial Comments

8.1 The Trust's Solicitor has no comment on the report.

8.2 The LBH CFO notes the contents of the report.

8.3 The LBH Head of Legal Services has no specific comments on this report

9. Equalities Implications

9.1 There are no perceived equalities implications in this report.

UNRESTRICTED MINUTES OF THE ALEXANDRA PALACE AND PARK BOARD THURSDAY, 14 OCTOBER 2010

*Denotes attendance

Councillors	Egan* (Chair), Strickland* (Vice-Chair), Hare*, Peacock*, Scott*, Stewart*, and Williams
Non-Voting Representatives:	Val Paley*, Mike Tarpey, Nigel Willmott
Observer:	David Liebeck (Ms Hutchison substituting)

Also present:

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

MINUTE NO.	SUBJECT/DECISION
APBO01.	**APOLOGIES FOR ABSENCE** Apologies for absence were received from Mr Tarpey, Mr Willmott and Councillor Williams, from Mr Liebeck (for whom Ms Hutchison was substituting), and Ms Downie – Head of Finance Alexandra Palace. The Chair also welcomed Sue Barrett and Adam Titmus from Deloitte LLP who were in attendance in respect of Agenda Item 10 – Final Consolidated statutory accounts for the year ending 31 March 2010. **NOTED**
APBO02.	**URGENT BUSINESS** The Chair asked if there were any items of urgent business. The Clerk to the Board – Mr Hart advised that though there were no items of urgent business as such there were TABLED 2 attachments being the comments and references from the Alexandra Park and Palace Advisory Committee arising from its meeting on 7 September 2010 marked ‘A’, and the Alexandra Palace and Park Consultative Committee arising from its meeting on 14 September 2010 marked ‘B’. The contents of each set were for noting at this stage and that the Board would respond at the point of each of those items being formally considered by the Board in the future. Copies of each would be interleaved with the minutes of this meeting. **NOTED**

APBO03.	**DECLARATIONS OF INTERESTS** The Chair advised the Board that those members who sat as Directors to the Board of Alexandra Palace Trading Limited were on this occasion required to declare only a personal interest with regard to exempt agenda item 15 – Finance Update and would not be required unlike previously to leave the proceedings during consideration of the Item as the detail of the report and the discussion was a matter of fact and not an operational issue. Councillors Egan, Hare, Scott and Strickland respectively declared a personal interest with regard to exempt agenda item 15 - as Directors to the Board of Alexandra Palace Trading Limited. **NOTED**
APBO04.	**QUESTIONS, DEPUTATIONS OR PETITIONS : TO CONSIDER ANY QUESTIONS, DEPUTATIONS OR PETITIONS RECEIVED IN ACCORDANCE WITH PART 4, SECTION B29 OF THE COUNCIL'S CONSTITUTION** There were none. **NOTED**
APBO05.	**TO CONSIDER A REQUEST FROM THE FOLLOWING ORGANISATIONS FOR REPRESENTATION ON THE ALEXANDRA PALACE AND PARK CONSULTATIVE COMMITTEE** The Chair advised that applications for representation on the Alexandra Palace and Park Consultative Committee had been received from (i) CUFOS, (ii) The Grove Café, and (iii) Vitrine Ltd – The Lakeside Café - details of which had been circulated with the agenda pack. The Chair then MOVED and it was: **RESOLVED** That approval be given to the applications for membership to the Alexandra Palace and Park Consultative Committee as follows:- (i) CUFOS (ii) The Grove Café (iii) (iii) Vitrine Ltd – The Lakeside Café
APBO06.	**FINANCE UPDATE** The Chair asked for a brief introduction of the report. The Interim General Manager – Alexandra Palace – Mr Gill, in the absence of the Head of Finance advised the meeting that results for the five month period to 31st August 2010 were tabulated against budget at Appendix 1 of the report. Mr Gill reported that restricted income consisted of the £500k capital grant from LB Haringey to address key areas of buildings dilapidations and other capital

projects on site. Mr Gill further reported that unrestricted income was £10.5k above budget and unrestricted expenditure was £77.6k below budget, giving a net adverse variance against a budget of £87k.

Ms Gill referred to salaries budget being £5k underspent due to the delay in appointing to the post of Facilities Manager. Contracted services were £6k over budget due to an RPI increase applied retrospectively to the Parks contract, and the Parks Manager was covering this increase from elsewhere in their budget. Mr Gill added that fixed overheads were slightly under budget due to lower central administration charges from LB of Haringey, with variable overheads £65k below budget, primarily due to underspends in repairs and maintenance (£57k). This was largely due to the timing of remedial and capital works and the forecast had been revised to reflect this. Mr Gill added that Governance costs were £13k below budget, although this budget line was expected to be fully spent by year end.

Mr Gill commented on the overall forecast for a net underspend of £49k on budget. This was primarily due to the cancellation of the fireworks, which had resulted in a net saving in the Trust's accounts of circa £60k. The impact of this decision on the trading company's gift aid projections was covered in the exempt appendix to this report at agenda item 15. Income was forecast to be £25k below budget due to the removal of £29.5k income from the fireworks and £6k concession income from ice cream vans in the park. The latter was now managed by APTL and a significantly higher contract payment to APTL had been secured. These two adjustments were offset by the £10.5k positive variance for the year to date.

In terms of risks, Mr Gill advised that the forecast presented at Appendix 2 represented a prudent estimate of the Trust's anticipated deficit position for 2010/11, based on the information currently available. As with any forecast, it was subject to a number of risks, with the key risks identified as follows;

- Repairs and maintenance budgets proving inadequate should the building, plant or equipment suffer a major failing
- Utility budgets included a 15% price increase from 1st October 2010 with an assumption of usage levels similar to 2009/10
- The road maintenance budget remaining unchanged at £60k. Management had been aware of necessary street lighting works at a cost of circa £30k and depending upon the extent of winter road damage - this budget may be insufficient to cover the Trust's needs.

- Overall, the forecast allowed for little contingency to cover unforeseen expenditure.

With regard to Capital and Revenue bids 2011/12 Mr Gill reported that the Board was aware of the impending cuts to public sector finances and the extremely difficult funding environment the Council would be faced with over the next three years and beyond. The Council would be required to make difficult decisions over the coming weeks and months regarding where scarce resources would be allocated.

(Ms Paley arrived at 19.39hrs).

Mr Gill commented on the success in 2010/11 in obtaining a £243k uplift in the Trust's revenue budget allocation to reflect current operating levels, together with a capital grant of £500k to address key buildings dilapidations. The Council agreed a further £500k capital grant on an indicative basis for 2011/12, although the Board would be formally required to submit a formal bid to obtain the funds. The draft capital bid to the Council was attached as Appendix 3 to the report. Mr Gill briefly advised of the Trust's revenue budget allocation for 2011/12, with a bid for £50k additional revenue funding, representing a 2.5% inflationary increase on the current year, is being prepared. The aim of the bid was to protect the Trust's revenue funding stream from any cuts in real terms. Any additional revenue growth bid would be likely to fail and could be prejudicial to the interest of the Trust in the current funding climate.

The Chair thanked Mr Gill for his introduction and asked if there were any points of clarification from Members.

Members raised a number of concerns in relation to the road maintenance around the park area, effective bollard lighting, and water leakage from pipes around the park.

In response, Mr Evison advised that in terms of bollard lighting, there were major problems with cabling and work would be circa £30K to repair. Officers were now taking a phased approach to the work. As the cabling and lighting was installed in the early 1980s, it was now coming to the end of its working life. In terms of the piping around the park it was a fact there a mix of water pipes, some were trunk mains which were the responsibility of Thames Water and others were palace services. Various leaks were known and these would be investigated and repairs carried out accordingly

With regard to clarification as to the capital and revenue bid progress Mr Gill advised that he had been liaising with colleagues in LB Haringey as to the detail of the bids but there were no guarantees that the bid would be successful. The bid submitted had been fairly solid and set at £0.5million. It would be prudent that this amount be requested on a year by year basis. As alluded to by Mr Evison, Mr Gill commented on the fact that a number of systems had been installed at the Palace in the 1980s and were now beyond their serviceable life.. The bid was not a growth bid and would not allow for refurbishment, but it represented the amount the Palace needed to kept its basic systems operational and to stay open.

In response to further points of clarification, and in noting Members endorsement of the stated views of the Chief Financial Officer of the LB Haringey, the Chair commented that there would need to be some contingency plans in place in order for the financial situation to be managed. It would not, in the current financial climate, be advisable for the Board to be requesting additional funding from the LB Haringey. It may be the case that consideration would have to be given to parts of the building being closed down or 'mothballed' and whilst this may not be the preferred option it may well be a necessary one.

Mr Gill advised that there may be some problem with attempting to identify further savings. It was the case that in terms of identifying necessary savings from the repairs and maintenance the whole allocated budget for the purpose was necessary and there would always be a need to expend more on repairs and maintenance if available. Mr Gill advised that all options were being examined specifically to try to identify where savings may be found – mothballing parts of the building may not prove to be cost-effective. Members would be asked in the exempt part of the proceedings to consider the financial situation in relation to the gift aid payment situation. However he stressed that taking all expenditure and income into account it was likely that there would be an overspend by year end 2010/11.

The Chair then summarised and it was:

RESOLVED

i. That the results for the five month period to 31st August 2010 and the forecast outturn for the 2010/11 financial year be noted; and
ii. that the position on the capital and revenue bids be noted.

APBO07. CAPITAL PROJECTS UPDATE

The Chair asked for a brief introduction of the report.

The Interim General Manager – Alexandra Palace – Mr Gill informed the Board that in terms of the key issues regarding progress with capital projects the Ice Rink replacement was proceeding to budget and the programmed completion date was 10 December 2010, with a planned opening on 4 January 2011. Mr Gill commented that the project was currently one week behind on the groundwork and action was being taken to mitigate the delay.

With regard to the dilapidations works Mr Gill reported that they were proceeding to programme, and £200k of monies had been committed/spent. A further £230k had been committed to the external and internal dilapidation works during September 2010. A further bid of £500k was to be made to the LB Haringey for capital funding during 2011/12 to replace the fire alarm systems and further address the external fabric of the building, with a contract commissioned through the Council's Framework to produce a detailed survey of the building external fabric. Mr Gill advised of the recently received report which prioritised and budgeted the minimum works need to be undertaken to ensure the deterioration of the fabric was arrested. Mr Gill reported that an estimated sum of £500k per annum was required for investment over the next 10 years with a large portion of this expenditure falling within the next 2 to 3 years. This would provide a minimal investment on the structure to keep it safe and water proof; though these monies would not address the severe fabric dilapidations in areas of the East wing (e.g. Theatre).

Mr Gill also advised that the survey had shown that the area along the South terrace adjacent to the Panorama Room was in an extremely poor condition.

Some preliminary works had since been undertaken and structural engineers were devising the most economic solution for repair. Although it was unlikely that the required works would not cause catastrophic failure, there was an urgent need to get the repairs underway before the winter.

In conclusion, Mr Gill advised that the in respect of the Integrated Facilities Management (IFM) contract a letter of intent and contract had been issued in order to mobilise the contract. The TUPE arrangements would commence the following week commencing 18 October 2010.

The Chair thanked Mr Gill for his introduction, and in asking if there were any comments/ clarification from members, asked if there were effects to the theatre auditorium overall by the proposed balcony works. Mr Gill advised that the work would not affect the Theatre and the works were fairly minimal involving the spraying/treating of timbers for dry rot.

Ms Paley sought clarification as to the actual opening of the Ice Rink. The Managing Director Alexandra Palace Trading Ltd – Ms Kane advised that the Ice Rink would open in early January 2011. There was a re-launch planned but the timing of the publicity for the event needed to be finalised in order to have the biggest impact possible.

In response to further clarification as to the capital funding for 2011-12 from Councillor Hare Mr Gill advised that overall the Trust was not in a great position and that it may well be the case that £0.5million top up was going to need to be required on a year by year basis. The Trust Solicitor – Mr Harris advised that the first obligation of the Trustees was to uphold, maintain and repair the building.

The Chair then summarised and it was:

RESOLVED

i. that the progress report on the Capital projects be noted;
ii. that the proposed bid to the LB Haringey for further Capital funding for 2011/12 be endorsed; and
iii. that further updates on the matters covered by the report be reported to future Board meetings.

APBO08. GOVERNANCE UPDATE

The Chair asked for an introduction of the report.

The Interim General Manager Alexandra Palace – Mr Gill advised that the report detailed progress, following the resolutions of the Board on 6 September 2010 in the areas of the recruitment of Independent Advisors to the Board, Master planning (the Alexandra Park & Palace Regeneration Working Group) and structural changes to streamline processes and systems

Mr Gill advised that following the end of the Governance and Future Vision Project and the winding up of the Project Steering Group, the report detailed the tasks remaining at the handover by the Project Manager to the Interim General Manager. Mr Gill placed on record his thanks to Ms Kane – the Project Manager for the sterling work and effort that she had contributed as the project manager.

Mr Gill further commented on the further reports to be submitted to future meetings on the matters referred to and also progress and timescale concerning financial independence (including the focus of APTL on increasing profits and APCCT on fundraising), and the review of the Alexandra Park and Palace Advisory Committee (APPA) and Alexandra Palace and Park Consultative Committee (APPC).

In respect of the key tasks, Mr Gill gave a brief outline of these – being:-

- Development of the NCVO Code of Good Governance code adopted by the Board on 2 March 2010 into a bespoke Code of Governance for the Trust. (detailed as a separate agenda item to Board)
- The appointment of Independent Advisors to the Board
- Working towards a Stakeholder Forum via the review of the Alexandra Park and Palace Advisory Committee and Alexandra Palace and Park Consultative Committee - the Advisory Committee having established a sub group to consider the issues of commonality, and both the Advisory, and the Consultative Committee addressing the issues further at their forthcoming meetings on 2 & 9 November 2010 respectively;
- The development of a new Strategy for the Trust following the Board's decision to abandon the former Strategy of granting a long lease of the palace building to a single developer – this would be informed by the outputs of the Regeneration Working Group and a further report to the Board in November 2010 detailing strategy, vision and branding
- Work towards achieving financial and (ultimately) legal independence of the Trust - unlikely to be achieved in the near future and may take a number of years to achieve, because, among other reasons it would require new legislation.

The Chair thanked Mr Gill for his succinct introduction and asked if there were any points of clarification.

In response to clarification from Members in respect of timescales for appointing Independent Advisors Mr Gill advised that the process could be completed in approx 6 weeks though before the process could commence the Board it would be helpful for the Board to agree the vision for Alexandra Park & Palace in order to set the tone of the recruitment. The Board would consider these issues at a future Board meeting and following this, the agreement of the Full Council of LB Haringey would be required priorto the appointment of Independent Advisors, as this was a variation to the Membership of the Board – albeit the Independent Members would only be appointed in a non voting advisory capacity.

In response to comments from Councillor Hare regarding the person specification Mr Gill reminded the Board that it gave a steer of the person specification which was detailed at para 6.7 of the report. Following further work on finalising the person specification as well as the vision and strategy Mr Gill advised that he was intending to circulate details to all Board members for comment in order for the matter to then be fully reported to a future Board meeting.

The Managing Director Alexandra Palace Trading Limited (APTL) – Ms Kane commented that the person specification used for the Non-Executive Directors for APTL had similar requirements to those for the proposed Independent Advisors to the Board and therefore she would be happy to forward these on to Mr Gill to assist in the process.

Councillor Strickland also commented on the need to ensure that the matter was discussed through the political groups of the LB Haringey prior to submission at Full Council.

The Chair then summarised and it was:

RESOLVED

i. That the progress in implementing a number of resolutions on Governance and Future Vision be noted.

ii. that it be noted that the Project Steering Group for Governance and Future Vision had ceased its operation following the completion of its key objectives as previously reported to the Board;,

iii. that it be noted that the remaining key tasks associated with the Project Steering Group for Governance and Future Vision in developing the governance of the Trust had now been entrusted to the Interim General Manager Alexandra Palace;

iv. That the approach to the recruitment of the Independent Advisers to the Board as detailed in section 6.7 of the report be endorsed; and

v. That the draft job description for Independent Advisors appended to the report be circulated to the Board for further comment together with draft details of the strategy and vision in order for comments, views and guidance to be submitted the Interim General Manager prior to consideration on 30 November 2010.

APBO09. BESPOKE CODE OF GOVERNANCE - PART 1

The Chair asked for a brief introduction of the report.

The Interim General Manager Alexandra Palace – Mr Gill informed the Board that the report gave a progress update in making the NCVO Code of Governance bespoke to Alexandra Park & Palace Charitable Trust. Mr Gill reported that it was not considered practicable to incorporate all the Trust's governing documents into one single document, but that the NCVO Code would form the cornerstone of the Trust's Governing Documents, and ultimately the Trustee Handbook. Mr Gill referred to figure 1 as detailed in the report which depicted the relationship between the various documents forming the proposed Trustee Handbook.

Mr Gill further advised that the report identified those areas where the Trust would be able to comply (assuming the implementation of the Trustee Handbook) with the Code and those few areas where it may not comply. In order to comply with the Code a number of new policies and procedures would require adoption, and subject to the Board's approval of the approach to the Trustee Handbook the Implementation Plan would be submitted to the Board at its meeting on 30 November 2010.

Mr Gill also referred the Board to TABLE 2, in particular the establishment of Sub-Committees to consider Finance, Audit, and Human Resources (HR) issues similar to that which operated in Alexandra Palace Trading Limited (APTL) and commented that such establishment would allow for more in-depth examination of both budget and audit issues, as well as matters relating to HR issues such as disciplinary appeals, and appointments of candidates to posts.

The Chair thanked Mr Gill for his precise introduction and asked if there were any comments.

Councillor Stewart commented that in his view it made sense to have such a proposed bespoke code, and given the current austerity regime to establish one Sub-Committee which would be able to have some in-depth focus and analysis of budget/financial issues, and HR matters as well.

In sharing the views expressed Councillor Strickland commented that it would be useful to have sight of the proposed terms of reference of the proposed Sub-Committee and that in his view such a Sub-Committee would be of immense value to the Trust and make a real difference.

Mr Gill advised that in terms of HR issues, as Interim General Manager he reported to the Chief Executive of the LB Haringey. As with the previous appointments to posts as Interim general Manager he had been given delegated authority to appoint to these.

The Director of Corporate Resources _ LB Haringey – Ms Parker, advised that the benefit of small Sub-Committees allowed for a focus and review of specific issues, and then allowed the Board to concentrate on more strategic issues. The establishment of an HR Sub-Committee would be established for practical reasons allowing for delegation of appointments and disciplinary issues.

The Trust Solicitor – Mr Harris advised that the task of an Audit Sub-Committee would be not only to focus on financial issue but also assess the performance of the Charity in ensuring it was meeting its charitable obligations, and also having meetings which could take place away from the public spotlight.

The Chair commented that in his view there needed to be a rationale of the number of Sub-Committees – 1, either 2 or 3.

Ms Parker commented that the establishment of one Sub-Committee to cover all 3 areas could work providing the correct cohort and with each meeting perhaps concentrating on a specific aspect of the terms of reference.

In response to clarification of Councillor Hare Mr Gill commented that whilst the Trust was not a large employer there were issues that would require consideration. It was also the case that there may be an aspiration at a future juncture to having both APTL and the Trust combined as one but not at present.

Mr Harris further commented that the membership of the Sub-Committee could be 3 and he reiterated his earlier comments that the benefit of a Sub-Committee would be for more detailed analysis of financial and other performance issues away from public gaze.

Councillor Stewart welcomed the establishment of a single Sub-Committee with a broader remit which would allow it to focus on all 3 issues.

Councillor Hare, in reference to the Member's code, sought clarification as to an Officer's code of conduct and how this would be drawn up.

Mr Gill responded that as his staff and he were ultimately employed by the LB Haringey they were bounded by the officer's code of conduct. Should any Member have any concerns as regards to the conduct of officers then they should raise them through him or if about him then through the LB Haringey Chief Executive and the Chair of the Board. Mr Harris also advised that in terms of the Membership of the Sub-Committee it was general practice that the Chair of the Board of a Charitable Trust would not sit on an Audit Sub-Committee as a Member but would attend as 'Observer'.

The Chair summarised and it was:

RESOLVED

i. That approval be given to the proposed exemptions from the NCVO Code of Governance as listed at section 6.9 of the report;

ii. that approval be given to the proposed approach to the integration of the NCVO code with the existing governing documents of APPCT and ancillary documents as listed in the report and that the suite of documents shall collectively be known as the Trustee Handbook;

iii. That approval be given in principle to the adoption of a Code of Conduct for Trustees and the provision of such guidance as appropriate on the content of such a code.

iv. That approval be given to the creation of a Sub-Committee of the Alexandra Palace and Park Board to enable compliance with the Code of Good Governance as outlined in section 6.10 of the report, with the terms of reference to be drawn up centring on Audit, Finance and Human Resources issues, and that the matter be further reported to the Board for consideration; and

v. That the Interim General Manager Alexandra Palace be instructed to progress the development and further drafting of the documents as necessary to present the Trustee Handbook to a future meeting of the Board for consideration.

APBO10. FINAL CONSOLIDATED STATUTORY ACCOUNTS FOR THE YEAR ENDING 31 MARCH 2010

The Chair MOVED that Standing Orders be suspended in order to allow Ms Barrett and Mr Titmus from Deloitte LLP to address the Board.

The MOTION was carried nemine contradicente.

The Chair asked for an introduction of the report.

The Interim General Manager Alexandra Palace – Mr Gill (in the absence of the Head of Finance – Alexandra Palace), advised the Board that the audit of the Trust and its wholly owned trading subsidiary for the financial year to 31st March 2010 was now complete and an unqualified audit opinion had been given. The Report and Accounts were attached as Appendix 1 to the report, and prior to the signing of the accounts, the Board was asked to consider and approve the letter of representations to the auditors in relation to the accounts for the year ended 31st March 2010. This was included as Appendix 2 to this report.

Mr Gill also advised that when approving the Report and Accounts, the Board were formally required to consider whether the Trust was able to continue as a going concern for at least twelve months from the date of signing the accounts. Mr Gill also advised of the report produced by Deloitte on their findings relating to the audit of the accounts of the Trust and Trading Company and this was attached as Appendix 4 of the report.

Mr Gill concluded that the Board was also asked to formally re-appoint Deloitte as auditors to the Trust for the financial year ended 31st March 2011.

The Chair welcomed Ms Barrett and Mr Titmus from Deloitte LLP to the meeting and asked them to give a brief outline of their report and findings.

Ms Barrett advised the Board that the audit had been completed and that there were no significant matters to report. The process of carrying out the audit had been extremely smooth and straightforward and it was the 2nd annual report she had led on in the past 3 years of auditing the accounts of the trading company. Ms Barrett thanked Mr Gill and officers of the Trust for assisting in the process.

Ms Barrett commented that in terms of key risks there were no significant areas of concern and in regard to legal matters there were no changes. It was the auditor's view that the organisation was a going concern, on the basis of the financial support provided by the LB Haringey (which it was legally obliged to provide). Ms Barrett advised that in terms of the consolidation of Alexandra Palace Trading Limited (APTL) this was a justified area of liability with external factors affecting assumptions. In terms of employees of APTL there was an income revenue equivalent and as before the audit had been a straightforward process.

Ms Barrett referred to the previous audit and the caveat of LB Haringey indemnification and that the previous recommendation in terms of treatment of this issue remained unchanged, as well as some small recommendations in relation to the capital grant which were not of concern.

Mr Titmus briefly advised of page 156 in relation to the disaster recovery plan which had now been prepared, and also the issue of journals and review by an independent person, and page 157 in relation to recommendations concerning grants and loans.

Ms Barrett concluded that there was a recommendation at page 158 in respect of UK GAAP and the impact on APPCT.

The Chair thanked both Ms Barrett and Mr Titmus for their succinct summary and in asking if there were any points of clarification from the Board, referred to the matter at page 157 in relation to recommendations concerning grants and loans.

The Director of Resources – LB Haringey – Ms Parker in reference to the Chair's comment advised that the LB Haringey needed to ensure there was clarity on the issue of grants to the Trust.

In response to the request for clarification from Councillor Hare in relation to whether there could be specific references to how the Charity dealt with risks, the Chair responded that the request could be put to the Head of Finance – Alexandra Palace in respect of the issue to see if the information could be provided – and if it were not an onerous task.

The Chair then summarised and it was:-

RESOLVED

i. That the contents of the letter of representations be signed by the Chair on behalf of the charity;.
ii. that the relevant forms detailing declarations of interests or related party transactions be signed by Trustees;
iii. That it be agreed that it is appropriate to prepare the consolidated accounts on a going concern basis;
iv. That the Annual Report and Consolidated Accounts for 2009/10 be approved and that the Chair signed them on behalf of the Trust for submission to the Charities Commission;
v. that the content of the report provided by Deloitte on the audit of the consolidated financial statements for the year ended 31st March 2010 be noted; and
vi. That Deloitte LLP be reappointed as auditors to Alexandra Park and Palace Charitable Trust for the financial year 2010/11.

At this stage in the proceedings Standing Orders were reinstated.

APBO11.	**UNRESTRICTED MINUTES** **RESOLVED** That the Chair be authorised to sign the unrestricted minutes of the special meeting of the Alexandra Palace and Park Board held on 6 September 2010 as an accurate record of the proceedings.
APBO12.	**ANY OTHER UNRESTRICTED BUSINESS THE CHAIR CONSIDERS TO BE URGENT** There were no items of unrestricted urgent business. **NOTED**
APBO13.	**EXCLUSION OF THE PUBLIC AND PRESS** **RESOLVED** That the press and public be excluded the from the meeting for consideration of Items 14 - 16 as they contain exempt information as defined in para 3 of Section 100a of the Local Government Act 1972 (as amended by Section 12A of the Local Government Act 1985); namely information relating to the business or financial affairs of any particular person (including the authority holding that information). At this point in the proceedings (21.00hrs) the Chair moved an adjournment of 5 minutes. The MOTION was agreed nemine contradicente. **SUMMARY OF EXEMPT/CONFIDENTIAL PROCEEDINGS**
APBO14.	**EXEMPT MINUTES** **AGREED** the minutes of the Board held on 6 September 2010
APBO15.	**FINANCE UPDATE** **AGREED TO NOTE THE REPORT AND APPROVED RECOMMENDATION MOVED BY THE CHAIR**
APBO16.	**PROPERTY MATTERS** **AGREED** to note the report.

APBO17.	**ANY OTHER EXEMPT/CONFIDENTIAL BUSINESS THE CHAIR CONSIDERS TO BE URGENT** Nil The meeting ended at 21.58hrs.

COUNCILLOR PAT EGAN

Chair

MINUTES OF THE ALEXANDRA PARK AND PALACE ADVISORY COMMITTEE. TUESDAY, 2 NOVEMBER 2010

PRESENT: * denotes attendee

NOMINATED BY LOCAL RESIDENTS' ASSOCIATIONS

*Mrs J. Hutchinson	:	Alexandra Residents' Association
Mr K. Ranson	:	Bounds Green and District Residents'
	:	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
VACANCY		Warner Estate Residents' Association

APPOINTED MEMBERS

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

Also in attendance:

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

Public Gallery:

Councillor Pat Egan – Chair of the Alexandra Park & Palace Consultative Committee

MINUTE NO.	SUBJECT/DECISION
APSC27.	**APOLOGIES FOR ABSENCE** Apologies for absence were received from Councillors Ali Demirci and Monica Whyte, David Frith (The Rookfield Association), Frank Hilton (The Rookfield Association) and Mark Evison (Alexandra Park Manager).
APSC28.	**DECLARATIONS OF INTEREST** Councillor Jim Jenks declared a personal interest as he was a member of the Warner Estate Resident's Association.

	Councillors David Beacham and Joanna Christophides declared personal and prejudicial interests in agenda item 7 – Garden Centre Planning Proposals – as they were members of the Council's Planning Committee. They left the meeting during considerations.
APSC29.	**MEMBERSHIP** The Chair welcomed Councillor Sophie Erskine onto the Committee. Observers and potential future members Richard Green (Warner Estate Residents' Association) and Ken Burlton (Alexandra Residents' Association) were also in attendance at the meeting.
APSC30.	**MINUTES** i) Advisory Committee – 7th September 2010 Minute APSC24 – Joint Meeting of the Alexandra Park and Palace Advisory Committee and the Alexandra Palace and Park Consultative Committee It was agreed that the word "recognised" be replaced with "were referred to the element" in the second paragraph of APSC24. **RESOLVED** that subject to the amendment above the minutes of the Advisory Committee held on 7th September 2010 be agreed as an accurate recorded of the meeting. ii) Alexandra Palace and Park Board – 6th September 2010 **RESOLVED** that the draft minutes of the Alexandra Palace and Park Board meeting held on 6th September 2010 be noted. iii) Consultative Committee – 14th September 2010 It was noted that the Statutory Advisory Committee **RESOLVED** that the draft minutes of the Consultative Committee held on 14th September 2010 be noted.
APSC31.	**GARDEN CENTRE PLANNING PROPOSALS** Councillors Beacham and Christophides declared personal and prejudicial interests in this item as they were members of the Council's Planning Committee. They left the meeting at this point. At its meeting on 7th September 2010 the Committee had received proposals for the development of Garden Centre Ltd including converting old sheds into a retail area and constructing a pergola to shelter bedding plants and had requested clearer drawings including plans showing elevations and details about the scale of

	the proposals. Although a representative of the Garden Centre (who had been invited to be present at the meeting was not in attendance) the Committee heard from Mr Gill on these proposals. Certain members expressed concerns about the possible impact on the view of the Park and that the proposals did not provide details of the nature and extent of the proposed franchise, and whether this would be for traditional garden centre purposes . **RESOLVED** That the Garden Centre's proposals be recommended in principle to the Board, subject to the Board seeking assurances that the proposals would not interfere with the views of the Park and that the proposed franchisee would conduct traditional garden centre business activities. *Clerks note: Councillors Beacham and Christophides returned to the meeting room at this point.* **Post meeting note:** 3rd November 2010 – The Managing Director of Capital Gardens Ltd provided written assurance that: • When it came to the final design proposals Capital Gardens Ltd would ask the architects to come up with a plan that would not interfere with any of the sight lines from the park. • The franchise or franchises will be of a traditional nature. At present the intention of Capital Gardens was to put an aquatic franchise in the proposed building.
APSC32.	**LITTLE DINOSAURS** The Committee received the report which explained the background to the planning enforcement case in relation to the Little Dinosaurs facility and action taken by the Alexandra Palace and Park Trust officers. Andrew Gill, General Manager – Alexandra Palace and Park informed members that unless the proposals were radically different from the original planning permission granted to Little Dinosaurs there was no requirement for the proposals to be presented again to the Statutory Advisory Committee. A discussion followed in relation to paragraph 6.7 (page 30 of the agenda pack) and paragraph 8.1 (page 32 of the agenda pack) of the report. The Chair suggested that if members of the public were able to obtain redacted versions of leases then the Advisory Committee should also have access. Some Committee members commented that such information should only be requested if it was relevant to a decision or recommendations being made by the Advisory Committee. Whilst Committee members recognised that the report provided a clear account of what had transpired (and that the tenant had appeared to receive verbal consent) they expressed concern that the proper procedures had not been followed, and asked the Board to note their concerns.

The Committee heard from Councillor Bob Hare's comments that there were other options for storage within Alexandra Park which the tenant could have utilised.

The Advisory Committee wished to ensure that they would be able to continue to monitor the outcome of the appeal and any future planning application by the Tenant to extend the outside area.

RESOLVED

i. That the Alexandra Park Manager be requested to keep the Committee informed on the status of the planning inspectorate's decision in relation to Little Dinosaurs.

ii. That the Committee's concern as to the extent of and area covered by the Little Dinosaurs building be noted by the Board.

iii. That the Board should consider in principle whether in future it would agree to provide the Committee with copies of the (redacted) proposed lease on a case by case basis, if so requested/ required by the Committee.

APSC33. FORTHCOMING EVENTS

The Committee received the Forthcoming Events report introduced by Rebecca Kane, Managing Director – APTL.

The Committee noted the events and the update including that there would not be a fireworks display at Alexandra Palace this year and the bungee event had been cancelled; that there were 4 confirmed concerts and that the new ice-rink would open in January 2011.

RESOLVED to note the report.

APSC34. REPORTS TO THE ALEXANDRA PALACE AND PARK BOARD

The Committee received the reports entitled Governance Update and Bespoke Code of Governance which had been considered by the Board at it's meeting on 14^{th} October 2010.

In response to the Governance Update report and the appointment of Independent Advisors to the Board, a Committee Member asked if they would be paid a salary or only expenses. Committee Members expressed concern that that difficulties would be experienced in recruiting Independent Advisors if a salary was not to be paid and if they were held accountable.

The General Manager informed that Committee that the Independent Advisors would not receive a salary but could claim reasonable expenses. It was hoped that the role would attract a high calibre of candidates with a passion for restoring the Palace and promoting the charity objectives.

The Chair highlighted that there were sections of the Code of Conduct with which

	the Palace did not comply and suggested that rather than the words "cannot comply" a statement be included as to what steps could be taken to enable the Palace to comply in the future. The General Manager reminded the Committee that the Code was not mandatory and that it was important not to commit the Board to activities that it could not realistically achieve. In response to comments that Trustees appointed to the Board should have expertise in the relevant areas the General Manager reminded the Committee that the Alexandra Palace and Park Trustees were appointed by the London Borough of Haringey and emphasised the benefits of having long-standing Trustees who knew the Palace and Park well. **RESOLVED** to note the Update Reports.
APSC35.	**ANY OTHER BUSINESS** There was no other business.
APSC36.	**DATES OF FUTURE MEETINGS** The dates were noted. Tuesday 25th January 2011 Tuesday 5th April 2011

The meeting ended at 20:40 hrs

David Liebeck

Chair

Signed by the Chair ……………………….

Date ……………………

ALEXANDRA PARK & PALACE ADVISORY COMMITTEE RESOLUTIONS

ATTACHMENT A

ADVICE AND RECOMMENDATIONS OF THE ADVISORY COMMITTEE FROM ITS MEETING ON 2nd NOVEMBER 2010

PRESENTED TO THE ALEXANDRA PALACE AND PARK BOARD MEETING ON 30TH NOVEMBER 2010

COMPLETED WITH THE BOARD'S ACCEPTANCE/REJECTION AND REASONS WHY AS APPROPRIATE

	Advice and Recommendations	Accepted or Rejected and Reasons Why
1.	**APSC30 - MINUTES** i) Advisory Committee – 7th September 2010 **RESOLVED** that subject to an amendment to the second paragraph of APSC24 the minutes of the Advisory Committee held on 7th September 2010 be agreed as an accurate recorded of the meeting. ii) Alexandra Palace and Park Board – 6th September 2010 **RESOLVED** that the draft minutes of the Alexandra Palace and Park Board meeting held on 6th September 2010 be noted. iii) Consultative Committee – 14th September 2010 **RESOLVED** that the draft minutes of the Consultative Committee held on 14th September 2010 be noted.	
2	**APSC31 GARDEN CENTRE PLANNING PROPOSALS** Further to the Committee requesting further information at its meeting on 7th September 2010 the Committee had received proposals (Attachment B) for the development of Garden Centre Ltd including converting old sheds into a retail area and	

	constructing a pergola to shelter bedding plants and had requested clearer drawings including plans showing elevations and details about the scale of the proposals. **RESOLVED** That the Garden Centre's proposals be recommended in principle to the Board, subject to the Board seeking assurances that the proposals would not interfere with the views of the Park and that the proposed franchisee would conduct traditional garden centre business activities. **Post meeting note:** 3rd November 2010 – The Managing Director of Capital Gardens Ltd provided written assurance that: • When it came to the final design proposals Capital Gardens Ltd would ask the architects to come up with a plan that would not interfere with any of the sight lines from the park. • The franchise or franchises will be of a traditional nature. At present the intention of Capital Gardens was to put an aquatic franchise in the proposed building.	
3	**APSC32 LITTLE DINOSAURS** The Committee received the report (Attachment C) which explained the background to the planning enforcement case in relation to the Little Dinosaurs facility and action taken by the Alexandra Palace and Park Trust officers. **RESOLVED** i. That the Alexandra Park Manager be requested to keep the Committee informed on the status of the planning inspectorate's decision in relation to Little Dinosaurs. ii. That the Committee's concern as to the extent of and area covered by the Little Dinosaurs building be noted by the Board.	

	iii. That the Board should consider in principle whether in future it would agree to provide the Committee with copies of the (redacted) proposed lease on a case by case basis, if so requested/ required by the Committee.	

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ALEXANDRA PALACE
Charitable Trust

Alexandra Park & Palace Advisory Committee **on 2nd November 2010**

Report Title: **Planning Proposals by Capital Gardens Ltd**

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

1. Purpose

1.1 To advise the committee of the proposals for the Garden Centre submitted by the tenant, Capital Gardens Ltd.

2. Recommendations

2.1 That the committee considers the proposals and indicates if it has any advice for the Alexandra Palace and Park Board.

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 garden centre tenant has advised officers that they wish to make two developments within their demise.
3.2 The first is to convert some old sheds in to a new retail area
3.3 The second is to construct a new pergola as a shelter for sensitive bedding plants.

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 Having regard to the provisions of the 1985 Act the Alexandra Park and Palace Advisory Committee is being asked to consider and provide advice to the Alexandra Palace and Park Board upon the proposals for the Garden Centre that require planning permission.

6.2 The Advisory Committee is reminded that its duty in considering the matter and giving advice, is to promote the objects of the charity and assist the trustees in fulfilling the trusts.

6.3 The Garden Centre is currently leased by Capital Gardens Ltd, a long term tenant which has been onsite for twelve years. The premises were built by a predecessor tenant who acquired the site in the 1980s.

6.4 They wish to redevelop two areas of their demise and the proposals will require planning permission.

6.5 Both areas are within the existing site boundary and are not visible from the public park. The Garden Centre is not included in the Alexandra Park and Palace Conservation Area.

6.6 A representative of Capital Gardens will be present at the committee meeting to provide more details.

New retail area

6.7 The first proposal requires the demolition of existing wooden and brick sheds along the eastern boundary. A new contiguous structure will be erected to provide a new retail area.

6.8 The existing locked gateway at the north of this area will be replaced with a new turnstile to greatly improve the pedestrian access to the site. It will be a safer and more convenient access point.

New bedding area

6.9 This proposal requires the demolition of two existing pergolas and the felling of a tree. This will facilitate the construction of a new timber framed pergola. This structure will be clad with polycarbonate sheets to provide a weatherproof area to protect bedding plants from the elements.

6.10 The tree is an ornamental variety of Alder, *Ulnus glutinosa* ‘Imperialis.’ A replacement tree is proposed.

7. Consultation

7.1 This report forms part of the Alexandra Palace and Park Board'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 The tenant will also erect posters in-store to advertise the proposals to the public.

8. Recommendations

8.1 That the committee considers the proposals and indicates if it has any advice for the Alexandra Palace and Park Board.

9. Legal & Financial 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 and has no specific comments.

9.3 The LBH Chief Financial Officer notes the report.

9.4 The lease is subject to rent review based on turnover so an improved trading position for the Garden Centre will increase the Trust's income.

10. Use of Appendices/Tables/Photographs.

10.1 Maps attached

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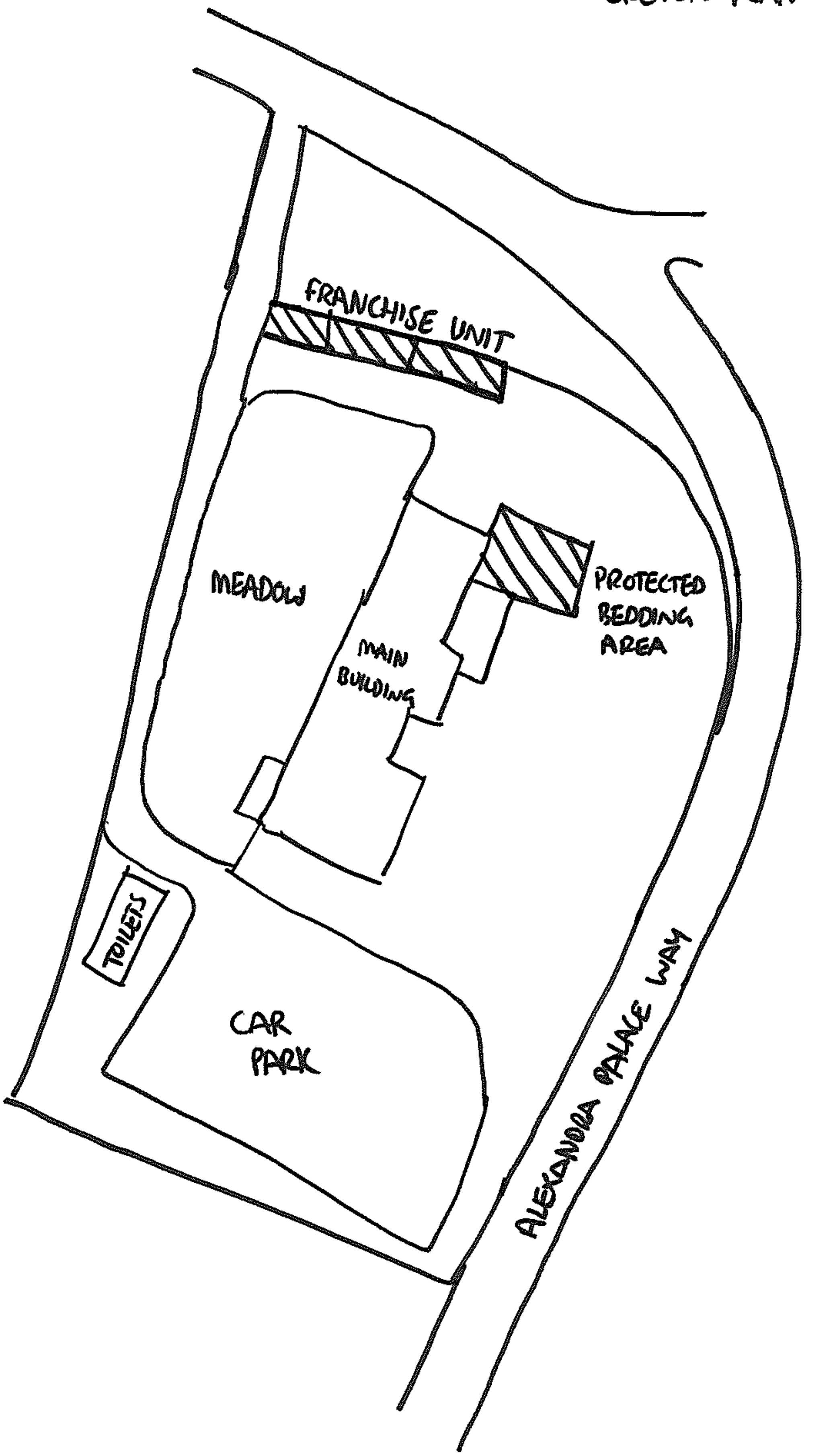
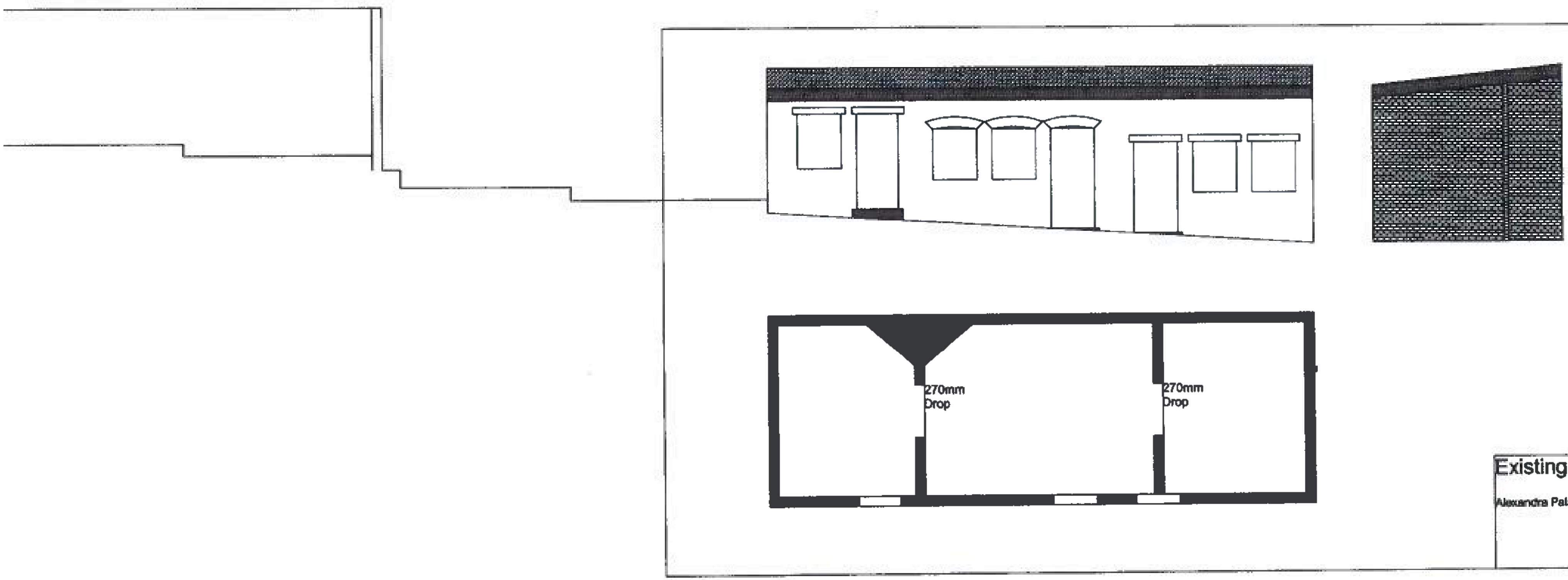
Alexandra Palace Way
Alexandra Palace Way

GARDEN CENTRE
SKETCH PLAN



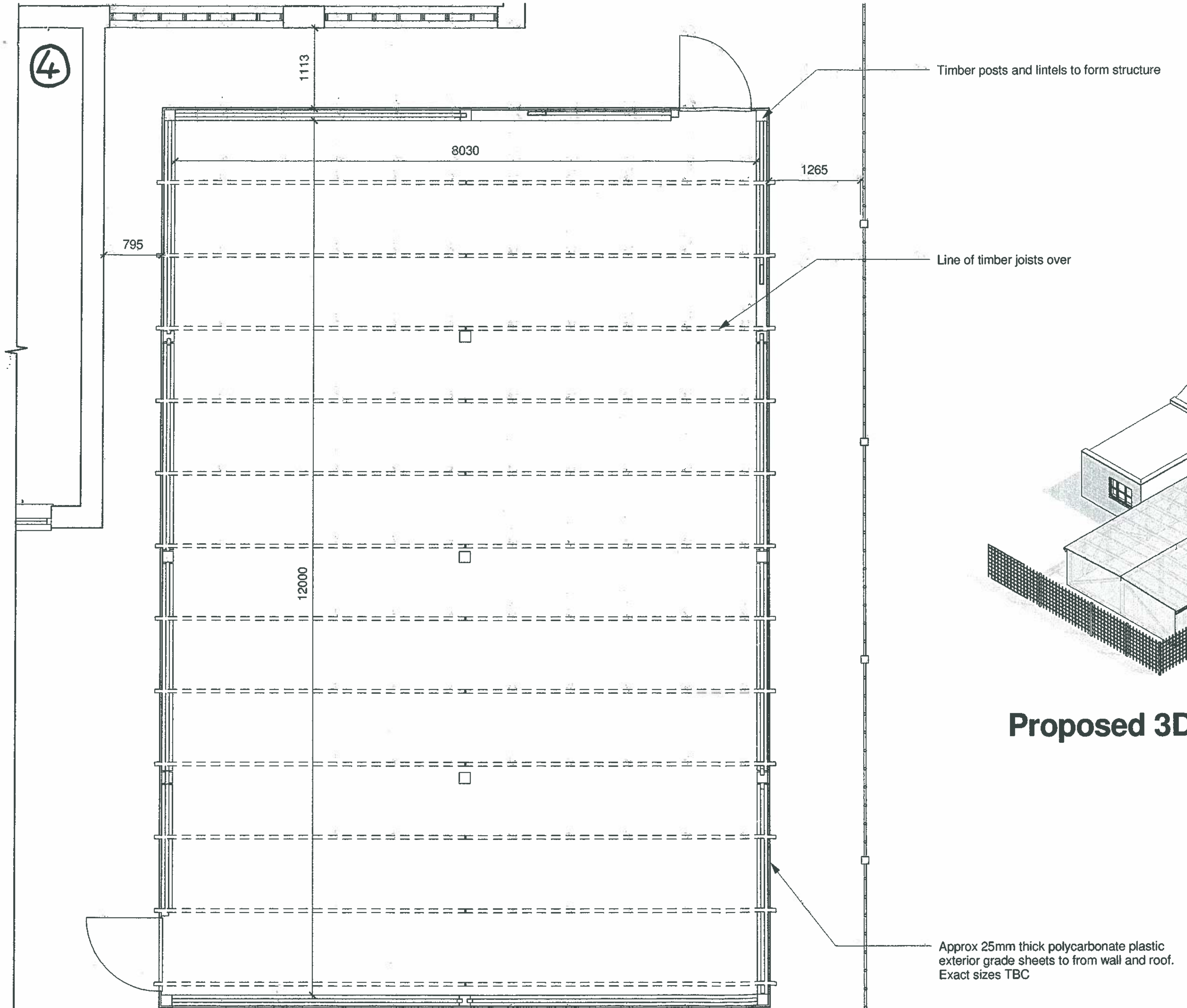
2



Existing Buildings

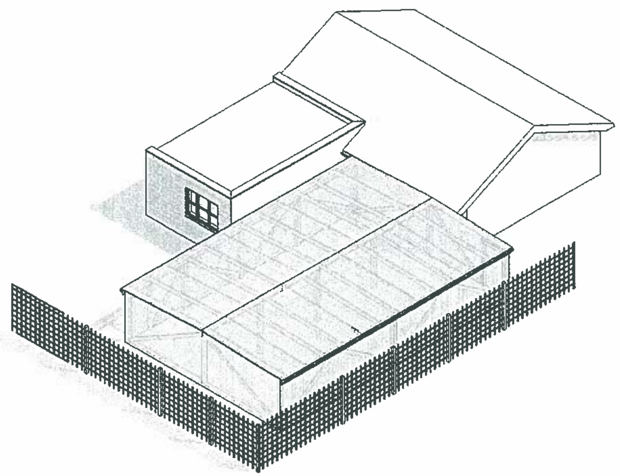
Alexandra Palace Garden Centre

ALL DIMENSIONS TO BE CHECKED ON SITE BY CONTRACTOR



Proposed Ground Level Plan

1 : 50



Proposed 3D View

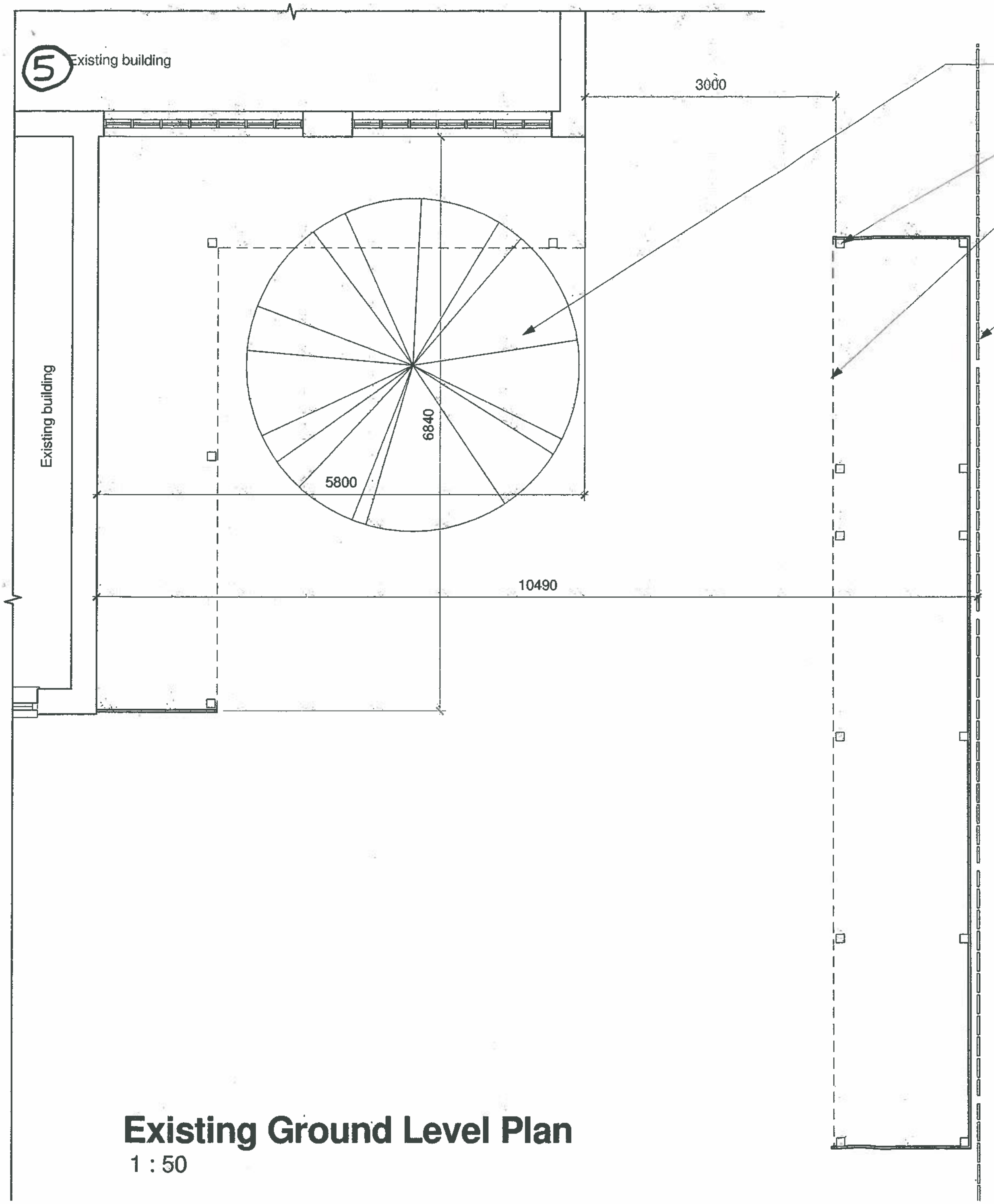
NEP
CONSTRUCTION SERVICES

PROJECT ADDRESS
CAPITAL GARDENS
1 TOWNSEND STREET

DRAWING TITLE
PRODSED PLAN/3D VIEW

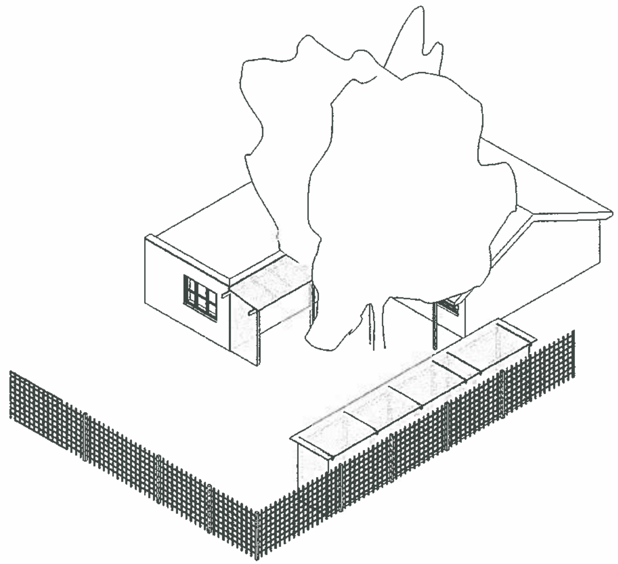
PROJECT NO.	0006
DRAWING NO.	SK2
SCALE	1 : 50
REV	

ALL DIMENSIONS TO BE CHECKED ON SITE BY CONTRACTOR



Existing Ground Level Plan

1 : 50



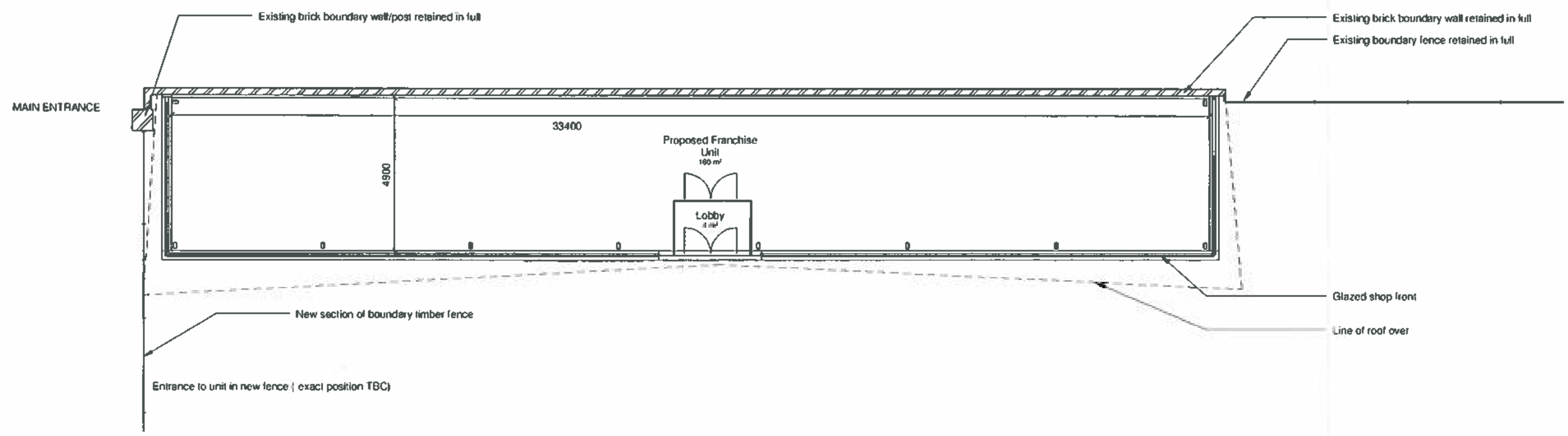
Existing 3D View

NEP CONSTRUCTION SERVICES	
PROJECT ADDRESS CAPITAL GARDENS 1 TOWNSEND STREET	
DRAWING TITLE EXISTING PLAN/3D VIEW	
PROJECT NO.	0006
DRAWING NO.	SK1
SCALE	1 : 50
REV	

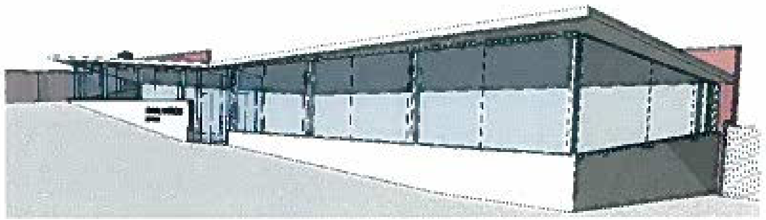
3

LEGEND

DO NOT SCALE

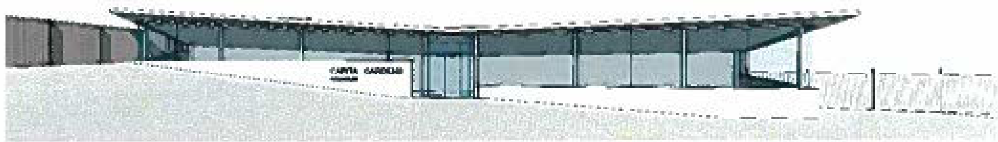


Proposed Ground Floor Plan
1 : 100



3D Lower View

3D Entrance View



3D Front View

Ingleton Wood

Capital Garden Centre
Alexandra Palace Garden Centre
Alexandra Palace Way
N22 4BB

Franchise Building
Feasibility Study

Capital Gardens

LS	SK	09.09.10	1 : 100	A2
0007	SK1	FEASIBILITY		

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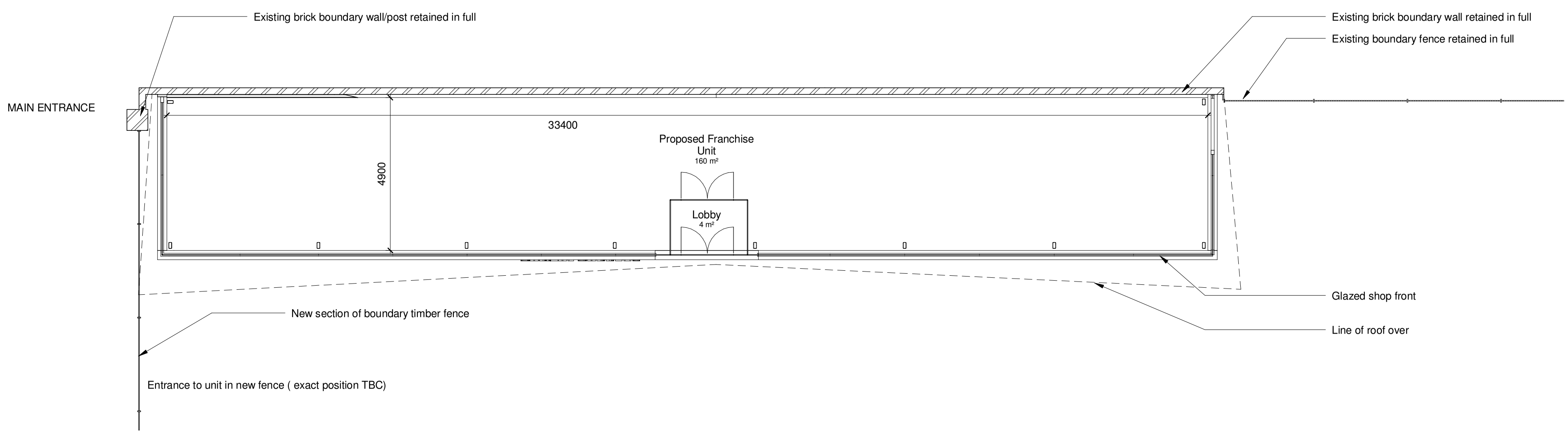
All dimensions to be verified on site by Main Contractor before the start of any shop drawings or work whatsoever either on their own behalf or that of sub-contractors.

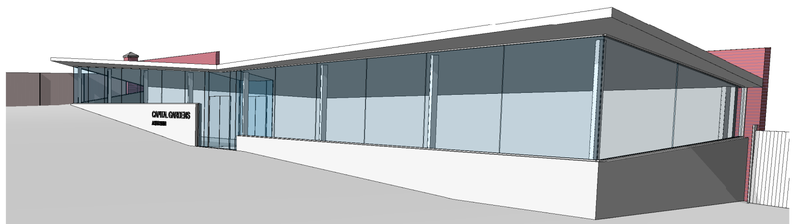
Report any discrepancies to the Contract Administrator at once.

This drawing is to be read with all relevant Architect's and Engineer's drawings and other relevant information.

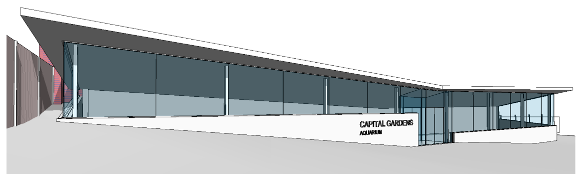
LEGEND: DO NOT SCALE



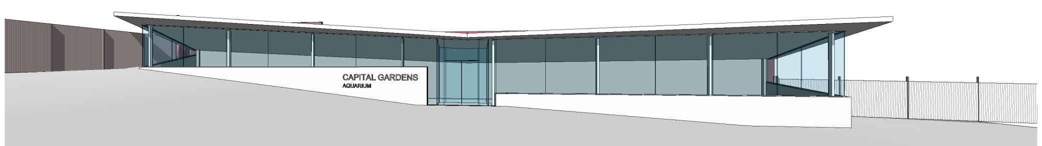
Proposed Ground Floor Plan
1 : 100



3D Lower View



3D Entrance View



3D Front View

Revision:	Date:	Description:	Drw:	Chk:

Ingleton Wood
Vision, form and function
Billericay
Colchester
London
Norwich
Peterborough
London
1 Alie Street
London E1 8DE
T: 020 7680 4400
F: 020 7680 9200
www.ingletonwood.co.uk

Project: Capital Garden Centre
Alexandra Palace Garden Centre
Alexandra Palace Way
N22 4BB

Drawing Title: Franchise Building
Feasibility Study

Client: Capital Gardens

Drawn:	Checked:	Date:	Scale:	Paper Size:
LS	SK	09.09.10	1 : 100	A2
Job No.:	Dwg No.:	Stage:		Revision:
0007	SK1	FEASIBILITY		

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ALEXANDRA PALACE
Charitable Trust

Agenda item:

Alexandra Park & Palace Advisory Committee on 2nd November 2010

Report Title: **Little Dinosaurs Planning Issues, General Lease Management and General Planning Proposal Procedure**

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

1. Purpose

1.1 To inform the committee of the procedures followed in the Little Dinosaurs case and the extent of the demised area following discussion of the matter at previous meetings.
1.2 To inform the committee of the general approach to lease management.
1.3 To inform the committee of the general procedures for planning proposals.

2. Recommendations

2.1 That the Committee notes the content of this report.
2.2 The Committee considers what advice, if any, it wishes to give to the Alexandra Palace and Park Board (APPB).

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 This report explains the background to the planning enforcement case against the Little Dinosaurs facility. The topic has been raised a recent meetings by various members.
3.2 The report should clarify the actions taken and the reasons why, it should clarify the extent of the facility's boundary and the current status of the planning case.
3.3 In response to numerous queries, the report also sets out the general approach to both lease management and to planning proposals in relation to the duty of the Board to consult the Alexandra Park and Palace Advisory Committee (APPAC).

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 N/A

6. Little Dinosaurs, The Actual Workshop

6.1 The Actual Workshop building had lain empty for at least four years when the Alexandra Palace and Park Board agreed on 21st October 2008 to advertise the premises for let.

6.2 Following advertisement and a tender process, a tenant was chosen by a Panel on 29th April 2009. The agreement to convert the building into a soft-play centre was subject to planning permission.

6.3 The tenant submitted a planning application and the proposals attracted some considerable local opposition. The Advisory Committee considered the Planning Application on 16th June 2009. The resolutions of the Advisory Committee and the Board's responses were as follows (note: a small typographical error in has been corrected and is denoted by *):

APPAC Resolution i: That the business described itself as an "indoor adventure and soft play area with small café" when in fact it appeared to be a small indoor play area with (larger) café area.
APPB Response: *That the Board was neither able to accept or reject the resolution as this was a statement that the Board was unable to give a view on.*

APPAC Resolution ii: That the boundaries for the site were unclear on the map provided and how and when it was intended to extend the play area to the outside area.
APPB Response: *The boundaries of the site would identified within the draft lease to be entered into*

APPAC Resolution iii: That the Board consider consulting the long established businesses in the vicinity which may be affected by this proposal
APPB Response: *That the proposal be rejected as whilst the Board would consult with its Advisory Committee – it would be neither practical, nor feasible* for the Board to carry out such consultation and the proposals had already been consulted upon with all similar users within the Park, and indeed the Advisory Committee representatives through the Advisory Committee.*

6.4 Planning permission was granted by the local authority on 4th August 2009 and the lease was duly completed on 14th October 2009. The building was converted and opened for business in December 2009.

6.5 In early 2010, the tenant proposed a number of items for the surrounding grounds:
- Erection of demountable, wooden storage sheds on the west end of the building
- Installation of additional decking
- Paving over the existing concrete pad in the east of the site

6.6 The tenant took advice from the Planning Department and was informed verbally that these items were acceptable and would not require further planning permission, or that retrospective planning permission may be required if the items caused local concern. On that basis, the Park Manager agreed to the proposals, which is inline with the approach historically taken with other leased premises. As the proposals were not deemed to require new planning permission, the Advisory Committee were not consulted.

6.7 The lease is usually a confidential document, but part of it is reproduced here as it is already in the public domain because a local resident submitted a Freedom of Information request and obtained a redacted copy.

6.8 According to the lease, the tenant covenants:

> …not without the previous consent in writing of the Landlord (such consent not to be unreasonably withheld or delayed) to make any alteration or additions of a non-structural nature to the Demised Premises PROVIDED ALWAYS that the Landlord may as a condition of giving any such consent require the Tenant to enter into such covenants with the Landlord as the Landlord may reasonably require in regard to the execution of any such works and the reinstatement of the Demised Premises at the end or sooner determination the Term…

6.9 It is clear that the tenant did not have previous written consent, but verbal permission had been granted.

6.10 Following representations to the Local Planning Authority by a concerned local resident, a planning enforcement officer visited the facility. On 19th April 2010 a copy of a planning enforcement notice (dated 15th April2010) was received at the trust offices. In summary, the tenant was required to demolish the storage sheds and remove the wooden decking and concrete paving.

6.11 The tenant lodged an appeal, dated 12th May 2010, against the Enforcement Notice. The local planning authority informed the trust of this appeal in a letter received on 2nd June. The case was taken up by the planning inspectorate but their website did not allow access to any of the documentation.

6.12 One of the grounds for appeal was "ground (a)", that planning permission should be granted for what is alleged in the notice. At this stage officers of the trust were unaware that "ground (a)" is in effect a retrospective planning application, so no action was taken.

6.13 Following correspondence from a concerned committee member it was established that "ground (a)" is, in effect, a retrospective planning application. However, this was not established until after the consultation period.

6.14 It has been argued that the matter should have been brought before the Advisory Committee. The tenant did not consult the trust on the details of the appeal, and as neither the Local Planning Authority nor the tenant informed officers that this was in effect a retrospective planning application, there was no mechanism to trigger a report to the advisory committee.

6.15 However, the proposal, that the three structures should be granted planning permission, is not considered to be radically different from the original proposal presented to the Committee on 16th June 2009.

6.16 In terms of enforcing the conditions of the lease, officers took the view that until the Planning Enforcement case was settled, no enforcement action was necessary.

7. Lease plans and demised area

7.1 The building and its grounds have always been considered by officers of the trust as a single entity and they were advertised as such at the outset of the letting process. However, several different plans of the demised area have been in circulation. These include versions for Board reports, the draft lease plan, surveyor's reports and the planning application.

7.2 Confusion amongst the public and committee members has been caused by three factors:

i) On some versions of the plan, the Ordnance Survey base-lines show the previous incarnation of the building and the surrounding fenceline (this previous building was destroyed by fire in the early 1990s)
ii) There have been at least three different authors of the site plans using various base plans including old and new OS maps, and landscape architects plans.
iii) The fenceline was relocated at the commencement of the lease term to reclaim some open space from the demise. This was despite the fact that the property was advertised as the original layout, the new tenant conceded some land (for no reduction in proposed rent) at the request of the trust.

7.3 The position of the final, agreed, extant fence line is attached as Appendix A.

8. General lease management

8.1 The first of a series of annual reports on Property Matters was presented to the Board on 14th October 2010. This report was, and future reports will be, exempt because they contain commercially confidential information, such as rent. The purpose of this new, regular report is intended to give the Board an overview of the current property situation at a strategic level.

8.2 The general terms, dates, rent reviews and other relevant information was presented to the Board. However, the background to this report is a detailed review of all of the trust's lease agreements.

8.3 Hitherto, officers of the trust have taken an even-handed approach to enforcing the requirements of any given lease. No two leases have identical terms and conditions. The tenants generally act reasonably and good relationships have been built up. Minor matters have been agreed verbally, and larger issues, such a large development proposals, are dealt with according to due process.

8.4 It is intended that all issues arising from the detailed lease review are 'regularised' so there is a consistent approach to lease management for all tenants.

8.5 In a bid to improve communication between the trust and its tenants, the first of a series of meetings has been scheduled for December 2010. The purpose of this meeting is to improve communication and to reinforce the tenant's responsibilities on matters such as fire & emergency response and planning proposals.

8.6 This and future meetings should increase understanding of the important matters that tenants should consider in order to improve longer term management of issues such as planning permission and improvement works.

8.7 The trust's tenants have also been advised that they have a right to become members of the Alexandra Palace and Park Consultative Committee and a number have already taken up this offer.

9. Planning proposal Procedure

9.1 The bullet point procedure for a planning proposal on site is as follows:

- Development proposal is considered by the trust or its tenants
- Proposal is presented to the Alexandra Park and Palace Advisory Committee for consideration
- The Advisory Committee decide whether it has any advice for the Alexandra Palace and Park Board
- The Board consider whether to accept or reject the advice of the Advisory Committee and whether to approve or reject a development proposal
- Only if a Planning Application is radically different from the original proposals would a new report to the Advisory Committee be required.

10. Recommendations

10.1 That the Committee notes the content of this report.

10.2 The Committee considers what advice, if any, it wishes to give to the Board.

11. Legal Implications

11.1 The Trust's solicitor's advice has been taken into consideration in the preparation of this report.

11.2 LBH Head of Legal Services advises that the functions of the Board as landlord are distinct from the functions of the Council as Local Planning Authority. Once an appeal against a planning enforcement notice under ground (a) has been lodged, any decision on the grant of planning permission will be a matter for the Planning Inspectorate.

12. Financial Implications

12.1 The LBH CFO notes the contents of this report.

13. Use of Appendices/Tables/Photographs

13.1 Appendix A: Plan showing current building and fencing arrangements.

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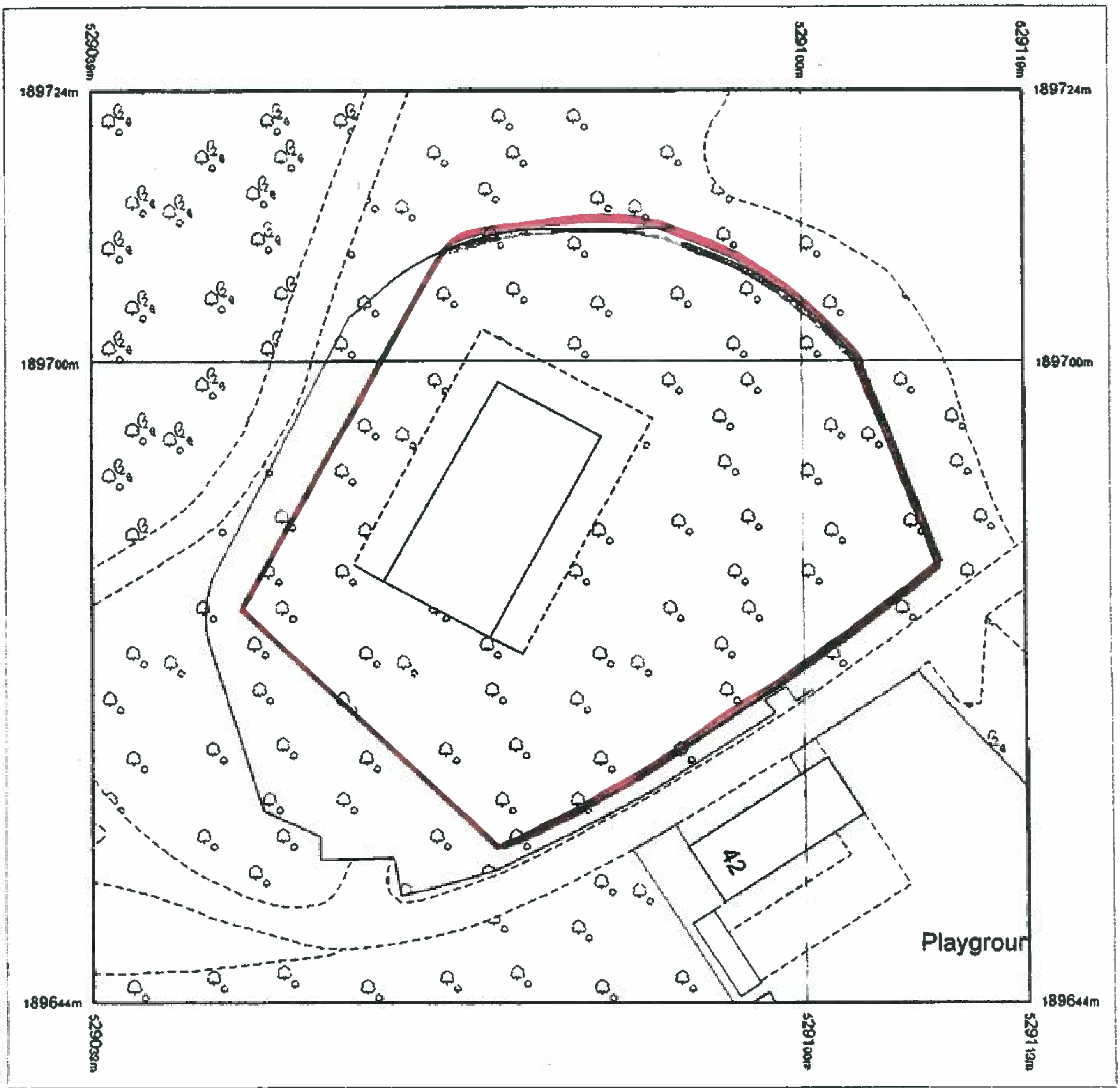

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The representation of features as lines is no evidence of a property boundary.

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