
Alexandra Palace and Park Board

TUESDAY, 15TH FEBRUARY, 2011 at 19:30 HRS - THE LONDESBOROUGH ROOM,
ALEXANDRA PALACE, 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 will be dealt with at items 11 & 16 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. EXECUTIVE RESTRUCTURING (PAGES 1 - 8)

Report of the Director of Corporate Resources – LB Haringey – To seek approval to the appointment of a new Chief Executive for the Trust as part of a staged approach to restructure the Trust and its operations and to consider interim arrangements.

6. FINANCE UPDATE (PAGES 9 - 16)

Report of the Head of Finance – Alexandra Palace - To advise the Board of the results for the nine month period to 31st December 2010 and the forecast outturn for the 2010/11 financial year, and to remind the Board of a potential pension liability in respect of one individual transferred under TUPE to the new IFM contract provider.

7. GOVERNANCE UPDATE - TO FOLLOW

Report of the Interim General Manager – Alexandra Palace

8. REGENERATION WORKING GROUP - UPDATE & FEEDBACK - TO FOLLOW

Report of the Interim General Manager – Alexandra Palace

9. PARK UPDATE (PAGES 17 - 24)

Report of the Park Manager – Alexandra Palace - To inform the Alexandra Palace and Park Board of various matters relating to the park and its tenants

10. MINUTES (PAGES 25 - 54)

- i. To confirm the unrestricted minutes of the Alexandra Palace and Park Board held on 30 November 2010, 21 December 2010, and 28 January 2011 (Special) as an accurate record of the proceedings;
- ii. To consider the minutes of the Alexandra Palace and Park Consultative Committee held on 8 February 2011 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 25 January 2011, and to consider any recommendations from that Committee.

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

12. 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, 3, and 5 - namely information relating to an individual, and information which is likely to reveal the identity of an individual, information relating to the business or financial affairs of any particular person (including the authority holding that information), and information in respect of which a claim to legal professional privilege could be maintained in legal proceedings.

13. MINUTES (PAGES 55 - 70)

To confirm the exempt minutes of the Alexandra Palace and Park Board held on 30 November 2010, 21 December 2010, and 28 January 2011(special) as an accurate record of the proceedings.

14. FINANCE UPDATE (PAGES 71 - 74)

Report of the Head of Finance – Alexandra Palace

15. EXECUTIVE RESTRUCTURING (PAGES 75 - 78)

Report of the Director of Corporate Resources – LB Haringey

16. ANY OTHER EXEMPT BUSINESS THE CHAIR CONSIDERS TO BE URGENT

Ken Pryor
Deputy Head of Local Democracy & Member
Services

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7 February 2011



Agenda item: **[No.]**

Alexandra Palace and Park Board

On 15 February 2011

Report Title. **Executive Restructuring**

Report of **Director of Corporate Resources**

Signed : *J. Parker* 3/2/11

Contact Officer : Julie Parker Julie.parker@haringey.gov.uk

020 8489 2688

1. Purpose of the report (That is, the decision required)

- 1.1 To seek Trustees approval to the appointment of a new Chief Executive for the Trust as part of a staged approach to restructure the Trust and its operations and to consider interim arrangements.

2. Recommendations

It is recommended that Trustees:

- 2.1 Agree to the appointment of a Chief Executive to replace the position of General Manager within the Trust as part of a future plan to bring in one staffing structure for the Trust and APTL.
- 2.2 Agree to request the Council to amend the Council's Constitution so that the Trust may appoint its new Chief Executive in full accordance of The Local Authorities Standing Orders Regulations (S.I. 2001/3384) as explained in paragraph 4.6 below. This will entail a delegation by the Board to the Council's Chief Executive, in his "charity capacity", of powers to appoint, dismiss and discipline the Alexandra Palace & Park Chief Executive. These powers are to be exercised in consultation with the Board or its appointed Panel/Sub-Committee.

- 2.3 Agree to utilise the Council's framework to appoint Executive Recruitment Consultants to assist and support in the search and selection of suitable candidates. The contractual relationship to be with the Trust.
- 2.4 Agree to delegate to the Director of Corporate Resources, acting on behalf of the Council's Chief Executive in his "charity capacity", and in consultation with the Chair of the Board, the appointment of the Executive Recruitment Consultant and the finalisation of the interview process and the documentation required to commence and finalise the search and recruitment.
- 2.5 Agree to establish an Appointment Panel for the recruitment of the Chief Executive as detailed in 11.6 of this report.

3. Chief Financial Officer Comments:

- 3.1 The Trust needs to ensure that any additional costs associated with the recruitment exercise are contained within the Trust's budget for 2011/12.

4. Head of Legal Services Comments

- 4.1 The Alexandra Palace and Park Board and Trust are subject to the same statutory rules on staffing matters that apply to the rest of the Council. The Local Authorities Standing Orders Regulations (S.I. 2001/3384) require that the powers to appoint, dismiss and take disciplinary action in relation to officers below Deputy Chief Officer level must be delegated to, and exercised by, a senior officer nominated by the Council's Chief Executive rather than by a Member Committee/Sub-Committee. This does not prevent appeals by junior officers against dismissal or disciplinary action being heard by Member Appeal Panels.
- 4.2 For these purposes a "Chief Officer" is defined as an officer who is directly accountable, for all or most of their duties, to the Council's Chief Executive. A Deputy Chief Officer is one who is directly accountable, for all or most of their duties, to a Chief Officer. This definition excludes officers performing secretarial, clerical or support duties. The General Manager of the APP Charitable Trust reports directly to the Chief Executive, at present, and the post is therefore a Chief Officer one. All those officers reporting directly to the General Manager count as Deputy Chief Officers even if the grading and duties of those posts are less than is the case for DCO posts elsewhere within the Council
- 4.3 Under the Local Authorities Standing Orders Regulations, the appointment, dismissal and taking of disciplinary action in relation to Chief

Officers and Deputy Chief Officers can be undertaken either by other senior officers, for example the Chief Executive, or by a Member Committee/Sub-Committee. This is a matter for local choice except for the requirement in the Regulations that the appointment and dismissal of a Council's Chief Executive must be approved by the full Council.

4.4 Most Council Constitutions, including Haringey's, provide that Chief Officers and Deputy Chief Officers should be appointed, dismissed and disciplined by Member Panels operating under the Local Authorities Standing Orders Regulations. These Member Panels are called Part 4K Panels after the relevant Part of Haringey's Constitution. The Regulations require that at least one Cabinet Member shall be included in such a Panel.

4.5 In the case of the Alexandra Palace and Park Charitable Trust, the APPCT Board has within its terms of reference "acting as the employing body for employees engaged in the working of the Trust" and the "setting of staffing policies, conditions of service and terms of employment for those employees". In accordance with the advice of the Charity Commission, Cabinet Members do not sit on the APP Board. In the past the APP Board, or its urgency Panel, have taken decisions relating to the appointment and dismissal of the General Manager without Cabinet Member involvement.

4.6 In order to avoid the seeming conflict between the requirements of the Local Authorities Standing Orders Regulations on the one hand and the Charity Commission on the other hand, it would be possible to delegate to the Council's Chief Executive the formal powers to appoint, dismiss and discipline the General Manager (or AP&P Chief Executive as the post will be known). This action by the Council's Chief Executive could be guided by advice and recommendations from the Appointment Panel that is being recommended for establishment. The Council's Chief Executive will act in his "charity capacity" when taking these decisions, that is to say, the Chief Executive will act in the best interests of the charity above all other considerations.

4.7 The Appointment Panel would be a Sub-Committee of the APP Board with its membership drawn from the Board Members. The Sub-Committee would be subject to the "Political Balance" rules that apply to most other non-Cabinet bodies.

4.8 The new formal delegation of powers to the Council's Chief Executive would require amendments to the Council's Constitution to be adopted at full Council.

5. Consultation

5.1 The recommendations of the report have been the subject of initial consultation with the lead managers of the Trust and APTL.

- 5.2 Further consultation will take place with staff of both the Trust and APTL, unions and other stakeholders to coincide with the publication of this report.
- 5.3 More formal consultations will take place after the appointment of the Chief Executive when any further restructuring that may be appropriate is considered in more detail by the Board.

6. Trust Solicitor Comments

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

7. Local Government (Access to Information) Act 1985

N/A

8. Background

- 8.1 At the meeting of the Alexandra Palace and Park Board on 2nd March 2010 the Trust asked the officers of the Trust and the Council to draw up proposals for consideration of a permanent staffing arrangement at the Trust to a future meeting of the Board. This was to follow the work on governance and branding and in particular when the Trustees had made further decisions on the future strategic direction of the charity.
- 8.2 The Director of Corporate Resources has been leading on this work, in consultation with the principal officers and this report considers the way forward.

9. Context

- 9.1 The current staffing structure of Alexandra Palace and Park Charitable Trust (APPCT) was designed to meet the managerial and operational needs of APPCT when it was planned to grant a lease to Firoka.
- 9.2 The structure was established in May 2007. It does not recognise the current consideration of the future strategic direction of the Palace. As a result, this structure has some inbuilt inefficiencies, lacks cohesion at strategic and delivery levels, creates some unnecessary elements of competition, duplicates work and effort and can lead to slow decision making. The structure is not really fit for the current needs of both the Trust and APTL.
- 9.3 In the past ten months the Director of Corporate Resource has given considerable consideration to what is the most appropriate management and staffing structure for APPCT (and linked to that APTL) in a way that supports the long term future of the Trust and the recently approved new vision.

- 9.4 Over the next few months it is expected that the Trust will:
- Complete the new governance structure and standards
 - Continue the implementation of the new identity/branding
 - Maintain the momentum of the master planning process for the site
 - Managing any capital allocation for dilapidations while continuing to address compliance matters for the site
- 9.5 For APTL it is expected that over the forthcoming year it will:
- Building and consolidating its business position
 - Embedding a number of new staff appointments into the senior management team
 - Continue to build upon its profile to maximise commercial returns.
- 9.6 All these activities bring challenges for the existing management teams in the context of:
- Capacity and skills to manage capital projects
 - Capacity to support the options appraisal, feasibility and master regeneration planning process
 - A relatively low base of systems and processes from which they are starting
 - Back drop of tight financial circumstances for both the public sector and commercial clients
 - Managing priorities of the building fabric and raising income from events.
 - Managing the site utility infrastructure.

10. Future

- 10.1 Many of the weaknesses and inefficiencies of the current management arrangements would be addressed if there was one staffing structure covering both trust and company with one lead manager. The structure would need to be set up with a team of senior staff able to cover the many challenges of the building and park, be commercially driven to exploit the asset for revenue generation and also work on the execution of a master plan. This is with the overriding requirement to act in accordance with charity law and to discharge the charitable objectives of the Trust.
- 10.2 Assessments of possible single staffing structure have been examined and discussed with the Trustees and the Directors of APTL along with the Interim General Manager and Managing Director. It would seem appropriate that a phased approach be taken to any reorganisation with an appointment of a new Chief Executive in lieu of the General Manager post in the first instance.
- 10.3 The Palace needs to move on after the period of uncertainty and align all its developing strategies and restructure. It would be desirable that the new Chief Executive examines the resource requirements in the Autumn of this year and develops a plan to migrate to a single staffing structure to operate within the new governance structure and to meet the future strategic direction of the Trust.

- 10.4 The Charity Commission would be advised of any proposals by the Trust when they are informed of any changes to the governance arrangements.

11. Suggested Way Forward

- 11.1 It is suggested that a Chief Executive be recruited with a view of the appointment being made before the end of June 2011.
- 11.2 This would allow time for the Trust:
- Further update its governance structure
 - Prepare to deliver that structure
 - Give the company time to identify business opportunities that would be considered as part of the options appraisal
 - Determine the likely staffing structure needed to support the new governance structure and that needed for the future options for the site and regeneration opportunities
 - Focus on building on the current business activities
- 11.3 The interim management arrangements are covered in an exempt item attached to this report as Appendix A.
- 11.4 In recognising that this role will not be easy to fill and to progress the selection and interview process it would be appropriate to select support from an Executive Recruitment Consultant to assist in the search and selection of prospective candidates and to establish an Appointment Panel to act on behalf of the Board.
- 11.5 For the selection of the Executive Recruitment Consultant and to ensure that the procurement process follows good practice it is suggested that the Board utilises the Council's Framework for Executive Recruitment Consultants and that delegation is provided to the Director of Corporate Resources, acting on behalf of the Council's Chief Executive in his "charity capacity" to appoint a Consultant after a mini competition, in consultation with the Chair of the Board. It is expected that the costs involved will be circa £33,000.
- 11.6 It is recommended that the Membership of the Appointment Panel be any 5 Members of the Board with the Panel having a political composition of 3 majority party Members to 2 minority party Members with invited non-voting observers consisting of one Advisory/Statutory Advisory Board Trustee; the two Non-Executive Directors of APTL and the Director of Corporate Resources, as the representative of the Council's Chief Executive.
- 11.7 There are a number of processes and procedures that will be adopted over the next few months to guide the Panel to its decision and recommendation on a suitable candidate and whilst the Executive Recruitment Consultant appointed will assist it is considered pertinent for the final decisions on these arrangements to be delegated to the Director of Corporate Resources, acting on behalf of the Council's Chief Executive in his "charity capacity", and in

consultation with the Chair of the Board. This will also include the final remuneration package to be offered.

12. Financial Implications

- 12.1 The cost of the recruitment and any additional costs for the new position of Chief Executive will be budgeted for in 2011/12.

13. Recommendations

It is recommended that Trustees:

- 13.1 Agree to the appointment of a Chief Executive to replace the position of General Manager within the Trust as part of a future plan to bring in one staffing structure for the Trust and APTL.
- 13.2 Agree to request the Council to amend the Council's Constitution so that the Trust may appoint its new Chief Executive in full accordance of The Local Authorities Standing Orders Regulations (S.I. 2001/3384) as explained in paragraph 4.6 below. This will entail a delegation by the Board to the Council's Chief Executive, in his "charity capacity", of powers to appoint, dismiss and discipline the Alexandra Palace & Park Chief Executive. These powers are to be exercised in consultation with the Board or its appointed Panel/Sub-Committee.
- 13.3 Agree to utilise the Council's framework to appoint Executive Recruitment Consultants to assist and support in the search and selection of suitable candidates. The contractual relationship to be with the Trust.
- 13.4 Agree to delegate to the Director of Corporate Resources, acting on behalf of the Council's Chief Executive in his "charity capacity", and in consultation with the Chair of the Board, the appointment of the Executive Recruitment Consultant and the finalisation of the interview process and the documentation required to commence and finalise the search and recruitment.
- 13.5 Agree to establish an Appointment Panel for the recruitment of the Chief Executive as detailed in 11.6 of this report.

Background Papers

Exempt Reports to the Board 30th June 2009 and 2 March 2010



Agenda item:

ALEXANDRA PALACE & PARK BOARD**On 15th February 2011**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 nine month period to 31st December 2010 and the forecast outturn for the 2010/11 financial year
- 1.2 To remind the Board of a potential pension liability in respect of one individual transferred under TUPE to the new IFM contract provider.

2. Recommendations

- 2.1 The Board is asked to note the results for the nine month period to 31st December 2010 and the forecast outturn for the 2010/11 financial year;
- 2.2 The Board is asked to note the savings being implemented by the Trust to reduce the call on the Council's corporate resources in 2010/11;
- 2.3 The Board is asked to note the potential pension liability in respect of one individual transferred under TUPE to the new IFM contract provider.

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

A handwritten signature in blue ink, appearing to be 'AG', next to the name Andrew Gill.

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 nine month period ended 31st December 2010 are tabulated against budget at Appendix 1.
- 3.2 Unrestricted income is £12k below budget and unrestricted expenditure is £226k below budget, giving a net positive variance against budget of £214k. 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 £100k lower than budget, before the reforecast

position of APTL is taken into account. This reflects the £40k forecast underspend presented to the Board in November together with further savings on security, repairs and maintenance (£42k), parks (£10k) and Trust staffing costs.

- 3.4 The Board is reminded of a potential pension liability in respect of one individual transferred to the new IFM contractor under TUPE. This potential liability is unquantified, subject to change over time and will only crystallise if the individual concerned leaves the organisation due to redundancy or retirement.

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 December 2010

- 6.1 The results for the period ended 31st December 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, together with a small amount of expenditure against the Organ Appeal fund.
- 6.2 Unrestricted income is £12k below budget and unrestricted expenditure is £226k below budget, giving a net positive variance against budget of £214k. Explanations for the key variances are given below.
- 6.3 Unrestricted income is £12k below budget due to the cancellation of the fireworks (£29k impact) offset by leaseholder invoices for recharged electricity, part of which relates to usage during the previous financial year.
- 6.4 Salaries are £4.5k underspent due to the difficulties in recruiting a permanent Facilities Manager, resulting in an overspend in professional fees. This post has now been filled.
- 6.5 Contracted services are £16k underspent. This comprises a £5k overspend in Parks offset by a £21k underspend in buildings security and maintenance. The former is due to an RPI increase applied retrospectively to the Parks contract; the Parks Manager is covering this increase from his variable parks budget. The latter is due to the new IFM contract, which has a lower ratio of fixed to variable costs. The overall underspend on security, repairs and maintenance for the year to date (fixed + variable costs) is £59k. This reduces to a £42k projected underspend by year end as we are now in our heaviest maintenance period.

- 6.6 Fixed overheads are £10k under budget due to lower than budgeted insurance and central admin costs. Variable overheads are £179k below budget, with the key variances summarised as follows:

Category	Year to Date (Over)/Underspend	Explanation
Repairs and maintenance	£38k	Timing of essential repairs and maintenance
Legal fees	(£10k)	Identified as risk in budget
Water rates	(£16k)	Backdated bill under dispute with Thames Water
Community Events	£95k	Fireworks cancellation
Depreciation	£28k	Depreciation of assets purchased with the £300k and £500k capital grants is treated as a cost against the designated capital fund. This underspend will be offset by depreciation on the ice rink refurbishment in February and March.
Recruitment	£6k	Difficulties in recruiting FM – will be fully spent by year end
Road repairs	£37k	Timing of essential repairs and maintenance
Other	(£1k)	Small over/under spends
Total underspend	£179k	

- 6.7 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 budget holders. In addition to the forecast £40k underspend reported at the last meeting, achieved primarily by cancelling the fireworks, the Trust is now forecasting to deliver a £10k underspend in parks expenditure and £42k underspend in buildings security, repairs and maintenance. A small salaries saving has also been achieved by reducing support staff costs in the Trust.
- 7.2 The overall forecast is for a net underspend of £100k on budget. The consolidated forecast position, taking into account the latest forecast position of the trading company, is covered in the Exempt Finance Report to this meeting.
- 7.3 Income is forecast to be £18k below budget, £12k of which reflects the year to date position. The balance relates to the removal of £6k concession income from ice cream vans in the park. This is now managed by APTL and a significantly higher annual licence fee has been secured.

- 7.4 Salaries are forecast to be £12k below budget due to the delay in appointing a Facilities Manager and the reduction in support staff.
- 7.5 Contracted costs are forecast to be £45k underspent, being a £7.5k overspend in Parks offset by a £52.5k underspend in buildings security and repairs (see 6.5).
- 7.6 Fixed overheads are forecast to be £12k underspent, being a £2k overspend in rates and £8k underspend in insurance, both of which were based on estimates when the budget was compiled. Central administration charges from LB Haringey are forecast to be £6k underspent.
- 7.7 Variable overheads are forecast to be £49k underspent. This movement can be summarised as follows:

Category	Projected (Over)/Underspend	Explanation
Repairs and maintenance	(£10k)	New IFM contract allows greater flexibility, shifting reactive and non-cyclical works from fixed to variable cost. This will offset the £52k underspend in fixed costs to deliver a £42k underspend overall.
Legal fees	(£10k)	Reflects overspend YTD
Professional fees	(£21k)	Support for new FM in light of heavy maintenance schedule
Water rates	(£16k)	Reflects overspend YTD
Community Events	£95k	Fireworks cancellation; reflects underspend YTD
Parks variable costs	£17.5k	Offsetting the £7.5k increase in contracted costs (see 7.5) to deliver a £10k underspent overall
Other	(£6.5k)	Small over/under spends
Total underspend	£49k	

- 7.8 All budgets are being kept under close review and expenditure is being tightly controlled across the Trust.

8. Potential pension liability (IFM contract)

- 8.1 The trustees are aware that the security function at Alexandra Palace has been outsourced for a number of years. From 1st November, this function was incorporated into the new Integrated Facilities Management contract and the relevant staff were transferred under TUPE from Europa Workspace Solutions Limited (EWS) to Europa Support Services Limited (ESSL). In order to preserve the pension rights of the one member of the security team in the Local Government Pensions Scheme (LGPS), ESSL has entered into an admissions agreement with the LGPS.
- 8.2 Under the admissions agreement and contract with ESSL, the contractor is responsible for all pension contributions as may be required to limit any deficit

accruing in the remaining employee's pension funding during ESSL's contract period. Currently the contributions are set at 28% of salary but this is not capped.

- 8.3 However, the Trust remains responsible for any deficit in the funding of the full past service liability for the individual concerned, including all benefits accrued prior to the start of ESSL's contract. This is the basis upon which the contract was put out to tender.
- 8.4 The trustees have previously accepted liability for the past service deficit on the pension scheme when contracts with the previous contractors, Mitie and EWS, were being finalised. The new contract with ESSL offers the Trust greater protection than previous contracts in that ESSL's monthly contributions into the scheme are not capped and ESSL are explicitly responsible for any increase in the deficit that is directly attributable to actions they have taken, such as awarding early retirement.
- 8.5 However, the trustees should be aware that should the individual concerned retire or be made redundant, it is likely that a pension liability will crystallise that the Trust will need to fund. The amount of this liability is currently unquantified and subject to change over time in line with stock market conditions, discount rates and key assumptions with regard to mortality etc.
- 8.6 The trustees will be kept fully informed as and when there are any developments in this matter.

10. Legal and Financial Comments

- 10.1 The Trust solicitor has no comment on this report.
- 10.2 The LBH Head of Legal Services has been invited to comment on this report.
- 10.3 The London Borough of Haringey Chief Finance officer notes the contents of the report and asks that the board continue to examine expenditure during the rest of the financial year in order to ensure the current projected overspend is reduced as much as possible.

11. Equalities Implications

- 11.1 There are no perceived equalities implications

12. Use of Appendices / Tables / Photographs

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

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ALEXANDRA PALACE AND PARK CHARITABLE TRUST

ACTUAL VERSUS BUDGET FOR THE 9 MONTHS ENDING 31st DECEMBER 2010

	TOTAL TRUST FUNDS			UNRESTRICTED					Annual Budget £
	Unrestricted	Restricted/ Designated	Total	Budget	Actuals	Variance	Variance %		
	£	£	£	£	£	£			
Concessions/Leases	205,142	0	205,142	203,202	205,142	1,940	1%	280,445	
Community Events	26,771	0	26,771	56,706	26,771	(29,935)	-53%	58,745	
Sundry Sales	4,334	0	4,334	0	4,334	4,334	0%	100	
Service Charges	11,416	0	11,416	0	11,416	11,416	0%	12,000	
Designated capital grant income	0	500,000	500,000	0	0	0	0%	0	
TOTAL INCOME	247,663	500,000	747,663	259,908	247,663	(12,245)	-5%	351,290	
EXPENDITURE									
Salaries	258,058	0	258,058	262,575	258,058	4,517	2%	350,100	
Contracted Services	773,761	0	773,761	790,032	773,761	16,271	2%	1,033,139	
TOTAL PRIME COSTS	1,031,819	0	1,031,819	1,052,607	1,031,819	20,788	2%	1,383,239	
Fixed overheads	232,695	0	232,695	242,307	232,695	9,612	4%	323,075	
Variable overheads	682,958	35,204	718,162	861,694	682,958	178,736	21%	1,098,176	
TRUST BEFORE GOVERNANCE COSTS	(1,699,809)	464,796	(1,235,013)	(1,896,700)	(1,699,809)	196,891	-10%	(2,453,200)	
Governance costs	13,277	0	13,277	30,000	13,277	16,723	0%	30,000	
TOTAL TRUST OPERATION	(1,713,086)	464,796	(1,248,290)	(1,926,700)	(1,713,086)	213,614	1%	(2,483,200)	


APPENDIX 2

ALEXANDRA PARK AND PALACE CHARITABLE TRUST

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

	Actuals to December	Forecast Jan-Mar	Forecast Total	Annual Budget	Variance	Variance %
Concessions/Leases	205,142	71,242	276,384	280,445	(4,061)	-4%
Community Events	26,771	2,040	28,811	58,745	(29,934)	8%
Sundry Sales	4,334	100	4,434	100	4,334	-50%
Service Charges	11,416	12,000	23,416	12,000	11,416	10%
TOTAL INCOME	247,663	85,382	333,045	351,290	(18,245)	2%
EXPENDITURE						
Salaries	258,058	79,648	337,706	350,100	12,394	-42%
Contracted Services	773,761	214,465	988,226	1,033,139	44,913	0%
TOTAL PRIME COSTS	1,031,819	294,113	1,325,932	1,383,239	57,307	-8%
Fixed overheads	232,695	77,959	310,654	323,075	12,421	0%
Variable overheads	682,958	365,882	1,048,840	1,098,176	49,335	-9%
TRUST BEFORE GOVERNANCE COSTS	(1,699,809)	(652,572)	(2,352,381)	(2,453,200)	100,818	-8%
Governance costs	13,277	16,723	30,000	30,000	0	-17%
TOTAL TRUST OPERATION	(1,713,086)	(669,295)	(2,382,381)	(2,483,200)	100,818	-8%

Alexandra Palace & Park Board
on 15th February 2011

Report Title: Park Update
Report of: Mark Evison, Park Manager, Alexandra Palace and Park Charitable Trust
1. Purpose 1.1 To inform the Alexandra Palace and Park Board of various matters relating to the park and its tenants.
2. Recommendations 2.1 That the Board note the initial information from the car park data collection exercise. 2.2 That the Board note the updates regarding park tenants and, 2.3 That the Board delegates to the Interim General Manager, authority to agree renewal terms for the Lease to CUFOS before the deadline of 25 March 2011 and in default of agreement, authority to instruct the Trust's solicitors to issue proceedings for interim rent. 2.4 That the Board note the responses to the sustainability ideas suggested by a local resident, and consider whether the recommended items are included in the Trust's work programme for 2011-12.
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 provides interim figures from the car park data collection exercise. 3.2 An update on issues relating to park tenants is provided, including the issues regarding the Lease renewal for the old station building. 3.3 In 2010 a local resident suggested a number of ideas to improve AP's sustainability. A response to the short-term suggestions is provided in Appendix A, together with the recommended actions.
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. Car Park Data Collection

- 6.1 Board Members will recall that nine traffic counters have been in place around the site since November 2010. These have been operating 24-hours a day while various events take place in the park and palace.
- 6.2 The data collection will end in February however, there is a time delay for the figures to be downloaded from the counters and then processed. This report serves an indication of the position up to 30 December 2010, for information only.
- 6.3 Events during this period included:
- Four Sunday farmers' markets
 - Ten days of accountancy exams
 - The world championship darts competition
 - A ball and a Christmas party
 - a long period of heavy snow
- 6.4 The basic averages of the 34-day period have been calculated and 6,500 cars and vans entered the site via Alexandra Palace Way, per day. Over 400 of which entered the public car parks. If it is assumed that this figure is consistent then approximately 146,000 vehicles will use the car parks in a year. The data collection also included further figures for motorcycles, HGVs and other types of traffic, but the details are not reported here.
- 6.5 Once the data collection period is complete, further interpretation will be carried out. The potential income will need to be weighed against the impact on visitor numbers to events. As previously reported, consultations will take place with stakeholders before the Board is asked to make any major decisions.
- 6.6 A detailed analysis of the data will be reported to a future meeting of the Board.

7. Park Tenants

- 7.1 The Planning Inspectorate published its decision regarding the Little Dinosaurs Case on 9th December 2010. The appeal failed, but the compliance period of two months was extended to six months. The failure of the appeal puts the tenant in breach of the clause in the Lease relating to Planning Permission.
- 7.2 The tenant is intending to remove the paving slabs in early 2011. He will use the remainder of the six month compliance period to consult with the planning department in order to find a proposed solution to the building's storage issues.
- 7.3 At the time of writing the tenant is yet to complete consultations and present proposals to officers. If any suggested proposals require a new planning application the details will be presented to the Advisory and Consultative Committees.

- 7.4 The Park Tenants met as a group with officers before Christmas. At this meeting, details about the APP Conservation Area and planning requirements were spelled out. A line-by-line review of all nine park leases has been carried out and any issues arising are in the process of being regularised.
- 7.5 The 345 Preschool has started the redevelopment of the Islands building in the Grove. This work is expected to take up to three months and conclude at Easter.
- 7.6 The Board will recall that CUFOS is seeking a new lease for the Old Station Building. At the time of writing, officers are negotiating with the CUFOS Trustees in order to agree the key terms. The negotiations are based on the Trust valuer's advice of a suitable rental figure according to the charitable use of the building.
- 7.7 During the discussions on this matter at the meeting of 6th September, (minute APB046 (exempt)) the Board resolved that the grant of a new lease should take into consideration future regeneration plans of the Palace and Park. To this end officers are negotiating an appropriate break-clause.
- 7.8 The Landlord and Tenant Act 1954 applies and this Act sets out the timescales for lease renewal. In this case, the 25th March 2011 is the deadline for agreement of terms. If terms are not agreed by this date then in order to protect the charity's position it may be necessary to issue court proceedings.
- 7.9 Due to the time-limited nature of this case, a Panel meeting may be required to agree the final details, however the Board are asked, at recommendation 2.3 above, to authorise the Interim General Manager to make the decision to agree terms before the deadline of 25th March and in default instruct the charity's solicitors to issue court proceedings.
- 7.10 Either party may apply to court on, or before 25th March in the absence of any agreement.

8. Sustainability

- 8.1 A local resident last year presented a list of sustainability ideas to the Alexandra Park and Palace Advisory Committee. Although the list of ideas has its own merit, it should not be taken as a professional Sustainability Options Appraisal.
- 8.2 Officers were requested to report back to the Board with responses to the short-term options suggested. The table attached as Appendix A sets out the suggested ideas, officer's responses and any resources required (where quantifiable).
- 8.3 The Board is asked to consider whether any of these ideas should be included in the Trust's work programme for the coming year 2011-12. The recommended ideas have been highlighted in the Appendix.

9. Recommendations

- 9.1 That the Board note the initial information from the car park data collection exercise.
- 9.2 That the Board note the updates regarding park tenants and,
- 9.3 That the Board delegates to the Interim General Manager, authority to agree renewal terms for the Lease to CUFOS before the deadline of 25 March 2011 and in default of agreement, authority to instruct the Trust's solicitors to issue proceedings for interim rent.
- 9.4 That the Board note the responses to the sustainability ideas suggested by a local resident, and consider whether the recommended items are included in the Trust's work programme for 2011-12.

10. Legal Implications

- 10.1 The Trust solicitor's advice has been taken into account when drafting this report.
- 10.2 The London Borough of Haringey's Head of Legal has no specific comments on this report.

11. Financial Implications

- 11.1 The London Borough of Haringey's Chief Financial Officer notes the contents of the report.
- 11.2 The Car Park data collection is part of the work to consider the potential for income generation from Car Park Charging.
- 11.3 The Park Tenants provide a consistent and reliable income stream for the Trust.

12. Use of Appendices/Tables/Photographs

Appendix A: Sustainability ideas: response to possible short-term actions

Alexandra Palace –sustainability ideas: response to possible short-term actions

Possible short term actions (to 2012)	Response	Resources	Recommended Action?
Events and activities			
1. (a) Network with Haringey Council and (b) local sustainability organisations.	(a) General Manager & Park Manager are currently represented on LBH "Protecting the natural environment" steering group (b) list of local groups and contacts	(a) Officer time (b) officer time, possible membership fees	(a) ✓ (b) ✓ (unless fees are involved)
2. Encourage organisations concerned with sustainability and crafts to hold exhibitions at the Palace.	APTL sales & marketing could target these type of exhibitions, according to business priorities	Sales & Marketing effort	Request APTL Board to consider? ✓
Energy generation and energy efficiency in public buildings			
1. Complete energy generation survey.	This would require outside expertise	Consultancy fees	X
2. Plan to reduce the Palace's carbon emissions by 40% by 2016.	Energy Management Survey completed 2010 Some items in place: <ul style="list-style-type: none"> • Good house keeping • Energy monitoring system • Lighting control and upgrade (building) • Ice rink cooling plant replaced • Low emissivity ceiling installed in ice rink Further recommendations require capital monies prioritised in forward plan	None Officer time and capital monies	- X

Energy efficiency: homes (a) Publicise the Palace's concern for sustainability, and (b) promote it as a venue for environmental events	(a)(i) Park currently has a sustainability policy for Green Flag Award (a)(ii) Building sustainability policy (b) as above, APTL sales & marketing could target these type of exhibitions, according to business priorities	(a)(i) none (a)(ii) officer time (b) Sales & Marketing effort	- ✓ Request APTL Board to consider? ✓
Travel & transport: getting to the Palace Improve signage from transport hubs and provide better maps.	This is in hand: APTL in conversation with TfL & First Capital Connect	none, possible future capital contribution	-
Bicycles & walking Make the Palace more bicycle-friendly with better parking, marked paths etc., and provide maps for walkers and cyclists.	(a) Cycle ways currently exist and are promoted by TfL, LBH and are marked on signs within the park. (b) Three cycle parking areas currently exist. More could be installed (c) Maps existing for walkers & AP is destination for the Parkland walk	(a) none (b) up to £500 to supply and install cycle parking (c) none	- X -
Food production (a) Set up food production demonstration plots on allotments, and (b) Set up a community orchard in the Park.	(a) AP Allotments are managed by London Borough of Haringey (b) Community orchard & (c) demonstration food plots could be set up in appropriate locations within the park	(a) none (b) The set up cost for an orchard is unknown – grants may be available. Officer time required (c) Negotiate with grounds contractor to convert to food plants, may increase costs of	- ✓ (investigate costs) ✓ (negotiate and consider costs)

			bedding supply

Waste and recycling Establish a waste and recycling policy with targets, and publicise them to all users.	(a) Basic policy in place for the park. Further improvements in waste recycling could be possible (b) APTL responsible for waste from catering and event operations. Contractor currently processes the waste through its <i>Material Reclamation Facility</i> and reports that 70% is recycled	(a) Costs of increased recycling unknown at this time (b) waste policy would have to be adopted into APTL business priorities	✓ investigate Request APTL Board to consider? ✓
Biodiversity Build on the impetus from the Springwatch event, and liaise with wildlife trusts etc. to improve biodiversity in the Park.	Designate Local Nature Reserve Update Park Management Plan Update monthly deer actions	Officer time ✓	
Lifestyle Encourage music festival using the Palace and the Park (cf. Victoria Park).	Music festivals for local people – APTL could pursue according to business priorities	APTL staff time Request APTL Board to consider? ✓	

**MINUTES OF THE ALEXANDRA PALACE AND PARK BOARD
TUESDAY, 30 NOVEMBER 2010**

*Denotes attendance

Councillors *Egan (Chair), Strickland (Vice-Chair), Hare, Scott, Stewart,
Williams, Paley, Tarpey and Willmott

Non-Voting Val Paley*, Mike Tarpey*, Nigel Willmott*
Representatives:

Observer: David Liebeck

Also present:

*Mr A. Gill – Interim General Manager – Alexandra Palace

*Mr J. Barnett – Interim Facilities Management Consultant, Alexandra
Palace & Park

*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

*Mrs N. Cole – Committee Clerk – LB Haringey

**MINUTE
NO.**

SUBJECT/DECISION

APBO18.	APOLOGIES FOR ABSENCE An apology for absence was received from Councillor Peacock and an apology for lateness was received from Nigel Willmott.
APBO19.	URGENT BUSINESS There was no urgent business.
APBO20.	DECLARATIONS OF INTERESTS The personal interests of Councillors Egan, Hare, Scott and Strickland were noted in relation to agenda items 10 and 11 as they were Directors to the Board of Alexandra Palace Trading Limited.
APBO21.	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 no such items.
APBO22.	BOARD CALENDAR OF MEETINGS AND WORK PROGRAMME 2010/11 The Work Programme was noted and welcomed by the Board.

**MINUTES OF THE ALEXANDRA PALACE AND PARK BOARD
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APBO23. FINANCE UPDATE

The Board received the Finance Update report on the results (Appendix 1 of the report) for the seven month period to 31st October 2010 and the forecast outturn for the 2010/11 financial year and noted the net year to date underspend of £119k and forecast underspend of £40k for the year. The cancellation of the Fireworks Event was the main reason for the forecast underspend to year end. However with the shortfall in profit from the trading subsidiary on that previously budgeted the overall financial position of the charity is that it is projected to exceed the deficit funding previously authorised by the Council.

The Board noted that there was nothing to report on the profit forecast for Alexandra Palace Trading Company (APTL) since the exempt report considered by the Board at its meeting on 14th October 2010.

The Board was reminded of the Chief Finance Officer's comments in paragraph 10.3 of the report urging the Board to keep budgets under constant review in order to maximise the level of under spends.

Page 13 of the agenda pack presented options (outlined in the table below) for reducing the Trust's revenue expenditure for 2010/11 and the risks associated with each option.

Option 1 - Repairs and maintenance	£50k saving
Option 2 – Salaries	£10k saving
Option 3 - Road repairs	£30k saving
Option 4 - Parks variable budget	£10k saving

The Board discussed the options and the following was noted.

Making the savings in Option 1 (Repairs and Maintenance) would mean prioritising the reactive Health and Safety work. Savings had already been made as a result of the new Facilities Management Contract. It was noted, however, that Option 1 could affect the ability to generate revenue at the Palace and reactive works might be unavoidable if there were health and safety risks.

In relation to option 3 (Road Repairs) the Board noted that complaints had been received regarding poor lighting of the roads and the need for a pot hole repairs programme.

Further to questions, the Director of Corporate Resources explained that the Council was obliged to fund the Trust and that income generated by the re-opening of the Ice Rink and other events would be taken into account as part of the Council's allocation of funding for 2011/12.

Councillor James Stewart reminded members that as a charity funded by the Council, it was important that Alexandra Palace and Park Charitable Trust did not overspend on its budget allocation.

**MINUTES OF THE ALEXANDRA PALACE AND PARK BOARD
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	<p>Mr Tarpey suggested that the savings in options 2,3, and 4 were made and this was seconded by Councillor Stewart. Iain Harris, legal representative, reminded Trustees that their statutory obligations included upholding, maintaining and repairing the Palace building. He advised that the Board might think it was appropriate to give the IGM a steer in relation to possible cost cutting rather than make direct decisions on officer matters. The Board acknowledged that greater savings were required in repairs and maintenance but that some works could not be avoided.</p> <p>Mr Gill reminded the Board that as charity trustees they must act solely in the best interests of the charity. The only matters that Board members as charity trustees can consider are those having an impact on the charity and they must not consider any extrinsic matters.</p> <p>RESOLVED</p> <ul style="list-style-type: none"> i. That the results for the seven month period to 31st October 2010 and the forecast outturn for the 2010/11 financial year be noted. ii. That it be recommended, in relation to the options for reducing the Trust revenue expenditure in 2010/11, that officers attempt to contain the overall deficit funding requirement within the allocation from the Council and that information on how the Trust was exceeding its allocation from LB Haringey be presented to the Board, including the net position of the Trading Company (as part of an exempt report), at each meeting.
APBO24.	<p>GOVERNANCE UPDATE</p> <p>The Board received the Governance Update report introduced by the Interim General Manager, Alexandra Palace and Park and noted the deadline of 15th December for the submission of Board members' comments in relation to the Independent Advisors to the Board job description. The Interim General Manager had not received any comments to date.</p> <p>Nigel Willmott reported that the Consultative Committee Working Group had met on 29th November 2010 to consider the possibility of a future amalgamation of the Consultative Committee and the Statutory Advisory Committee (SAC). The Working Group had resolved that it was not against a joint meeting with the SAC. Such a committee could be structured in a way that would maintain the legal obligation of the SAC separately with a longer term vision of changing the membership of the SAC.</p> <p>RESOLVED that the progress to date in implementing a number of the Board's previous resolutions on Governance and Future Vision be noted.</p>
APBO25.	<p>CAPITAL PROJECTS UPDATE</p> <p>The Board received the Capital Projects Update report introduced by John Barnett, Interim Facilities Management Consultant, updating on Capital projects during 2010/11 and the bid to the Council for Capital funding in 2011/12.</p>

**MINUTES OF THE ALEXANDRA PALACE AND PARK BOARD
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	<p>The Board noted that the completion date for the ice-rink replacement was 10th December but the contractors had indicated that there could be a delay of one week due to last minute difficulties. This delay would not impact the launch of the ice-rink on 7 January 2010. In response to a question about whether the contractor had been approved by the Council, the Interim Facilities Management Consultant confirmed that the Council's procedures for procurement had been followed. The Interim General Manager highlighted that there had been successful negotiations during the procurement process and the contractor had been held to the project time.</p> <p>In response to questioning from Councillor Hare in relation to paragraph 8.1 (2011/12 Capital Bid to the Council) the Interim General Manager informed the board this it has seen the breakdown in a previous report to the Board and agreed to circulate details after the meeting about how the £500k Capital Bid would be split between repairs to the external fabric and replacement of the fire and evacuation systems.</p> <p style="text-align: right;">Action: Interim General Manager</p> <p>RESOLVED to note:</p> <ul style="list-style-type: none"> i. The progress report on the Capital Projects. ii. That a further bid of £500k Capital Funding had been made to the Council for 2011/12. iii. That further updates would be presented on the matters covered by the report at future Board meetings.
APBO26.	<p>PARK UPDATE</p> <p>The Board received the report of the Park Manager, Mark Evison, updating on current matters relating to the Park.</p> <p>In response to questions from Councillors Stewart, Hare and Scott it was noted that LB Haringey was responsible for gritting the main road through the Park and the bus route. Officers' attention was drawn to the fact that rock salt spread on the edges of pathways destroyed the grass it came into contact with. It was noted that a new mechanical spreader was being used to spread the rock salt more evenly.</p> <p>The Board noted that the Park Manager had recently reviewed the 9 leases currently in place in the Park and would be contacting the leaseholders regarding any breaches.</p> <p>RESOLVED that the report be noted.</p>
APBO27.	<p>REGENERATION WORKING GROUP UPDATE/ FEEDBACK</p> <p>The Board received the update report on the Alexandra Palace and Park Regeneration Working Group (APPRWG) presented by the Interim General Manager, Alexandra Palace and Park.</p>

**MINUTES OF THE ALEXANDRA PALACE AND PARK BOARD
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	<p>Trustees agreed to approve the Mission Statement and, subject to an amendment to the Vision to include a comma after the word “all” in the last sentence, agreed the Vision.</p> <p>Councillor Williams expressed disappointment that the holding statement for the APPRWG (page 43 of the agenda pack) made no mention of the Park and Palace. The Interim General manager highlighted that the statements would not be used in isolation but in the context of a specific task and that a number of caveats would be attached that linked with the Mission Statements.</p> <p>The Board requested more detail about the work of the APPRWG and the Interim General Manager agreed to contact the Chair of the Working Group on behalf of the Chair of the Board regarding the supply of this information.</p> <p style="text-align: right;">Action: Interim General Manager</p> <p>RESOLVED</p> <ol style="list-style-type: none"> i. That the early progress made by the Alexandra Palace and Park Regeneration Working Group (APPRWG) as outlined in the report be noted. ii. 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 be noted. iii. That the Mission Statement be approved and the Vision for Alexandra Park & Palace be amended to read “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.” iv. That the Board the holding statement in section 7 of the report be endorsed and the Chair be authorised to issue this statement to stakeholders and interested parties, in consultation with the Interim General Manager and/or the Chair of the APPRWG. v. That the Board the Interim General Manager be instructed to inform the Chair of the APPRWG of its resolution on these matters.
<p>APBO28.</p>	<p>'ALEXANDRA PALACE, THE PEOPLE'S PALACE' : A NEW IDENTITY</p> <p>The Board received the report “Alexandra Palace, the People’s Palace”: a new identity, introduced by Rebecca Kane, Alexandra Palace Trading Limited (APTL). The report proposed a unified identity and branding for Alexandra Palace and Park the logo of which would be used on and around the Park and Palace site as well as in communication (i.e. email signatures) and on marketing literature.</p> <p>Trustees made positive comments on the report and the proposed sample literature including that it was professional and consistent. The Chair expressed some reservations.</p> <p>In response to the Chair’s concerns about the cost of rolling out the new brand</p>

**MINUTES OF THE ALEXANDRA PALACE AND PARK BOARD
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	<p>across the site and it was noted that £30k from LB Haringey had been allocated as part of capital funding in 2009-10 for replacement signage. The Managing Director – APTL recognised the need to prioritise the signage work and would provide Board members with details via the Interim General Manager as part of the next Capital Projects update report.</p> <p style="text-align: right;">ACTION: MANAGING DIRECTOR - APTL</p> <p>Councillor Hare highlighted that the Interim General Manager, Alexandra Palace and Park and the Managing Director – APTL should work together to ensure mutual agreement of the style guidelines. The Managing Director – APTL, stated that all necessary parties would be consulted on the style guidelines.</p> <p>RESOLVED</p> <ul style="list-style-type: none"> i. That the adoption of a unified identity for both the Charitable Trust and the Trading Company be supported. ii. That the implementation of the new identity across the site be approved. iii. That Alexandra Palace and Park Charitable Trust adopt and start trading under a common brand ethos; 'Alexandra Palace the People's Palace' . iv. That the implementation of style guidelines be delegated to the Interim General Manager of Alexandra Palace and Park Charitable Trust, in consultation with the Chair, once created to ensure consistency in the use of the new identity and how the organisations communicated in the future.
APBO29.	<p>MINUTES</p> <ul style="list-style-type: none"> a) <u>14th October 2010</u> <p>AGREED the minutes of the Alexandra Palace and Park Board held on 14 October 2010 be agreed as an accurate record of the proceedings.</p> b) <u>6th September 2010</u> <p>The Board noted that the Minutes of the meeting of 6 September 2010 – agreed at the meeting on 14 October, contained a typographical error at Minute entry APB043 – Governance - page 4, 3rd bullet point – the last word notoriety should have read nationally. The minutes had been amended accordingly.</p> c) <u>Consultative Committee - 16 November 2010</u> <p>AGREED the tabled minutes of the Alexandra Palace and Park Consultative Committee held on 16th November 2010 be noted.</p> d) <u>Advisory Committee - 2 November 2010</u> <p>AGREED the minutes and noted the recommendations of the Alexandra Park and Palace Advisory Committee held on 2nd November 2010 be noted.</p>

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APBO30.	<p>ANY OTHER UNRESTRICTED BUSINESS THE CHAIR CONSIDERS TO BE URGENT</p> <p>There was no urgent business.</p>
APBO31.	<p>EXCLUSION OF THE PUBLIC AND PRESS</p> <p>RESOLVED</p> <p>That the press and public be excluded the from the meeting for consideration of Items 15 - 17 as they contained exempt information as defined in paragraph 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).</p> <p>At this point in the proceedings (21.08hrs) the Chair moved an adjournment of 5 minutes. The MOTION was agreed nemine contradicente.</p> <p>The public meeting ended at 21:08 hrs.</p> <p>SUMMARY OF EXEMPT/CONFIDENTIAL PROCEEDINGS</p>
APBO32.	<p>EXEMPT MINUTES</p> <p>AGREED the exempt minutes of the Board meeting held on 14th October 2010.</p>
APBO33.	<p>345 PRESCHOOLS LTD: DEVELOPMENT AND LEASE PROPOSALS FOR THE ISLANDS BUILDING</p> <p>AGREED to the recommendations in the report.</p>
APBO34.	<p>HEALTH AND SAFETY ISSUES</p> <p>AGREED to note the report.</p>
APBO35.	<p>ANY OTHER EXEMPT/CONFIDENTIAL BUSINESS THE CHAIR CONSIDERS TO BE URGENT</p> <p>The exempt meeting ended at 21:40 hrs.</p> <p>Once the meeting had closed a private briefing was held with members to consider security matters.</p>

COUNCILLOR PAT EGAN

Chair

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**UNRESTRICTED MINUTES OF THE ALEXANDRA PALACE AND PARK BOARD
TUESDAY, 21 DECEMBER 2010**

Denotes attendance*

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

Non-Voting Val Paley*, Mike Tarpey*, Nigel Willmott*
Representatives:

Observer: David Liebeck*

Also present:

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

**MINUTE
NO.**

SUBJECT/DECISION

APBO36.	<p>APOLOGIES FOR ABSENCE</p> <p>Apologies for absence were received from Councillors Strickland and Williams, and from Ms J Parker – Director of Resources – LB Haringey And Mr Mark Evison – Parks Manager, Alexandra Park & Palace.</p> <p>An apology for lateness was received from Nigel Willmott.</p> <p>NOTED</p>
APBO37.	<p>URGENT BUSINESS</p> <p>The Chair advised the meeting that there were no items of urgent business.</p> <p>The Chair also advised the meeting that Standing Orders would be suspended at the commencement of Agenda Item 8 – Internal Audit report, in order to allow Mr Richard Bott from Mazars to address the meeting in respect of internal audits of Alexandra Park & Palace Charitable Trust.</p> <p>NOTED</p>
APBO38.	<p>DECLARATIONS OF INTEREST</p> <p>There were no declarations of interests.</p> <p>NOTED</p>

**MINUTES OF THE ALEXANDRA PALACE AND PARK BOARD
TUESDAY, 21 DECEMBER 2010**

APBO39.	<p>QUESTIONS, DEPUTATIONS OR PETITIONS : TO CONSIDER ANY QUESTIONS, DEPUTATIONS OR PETITIONS RECEIVED IN ACCORDANCE WITH PART 4, SECTION B29 OF THE COUNCIL'S CONSTITUTION</p> <p>Nil items.</p>
APBO40.	<p>GOVERNANCE UPDATE</p> <p>The Chair asked for a brief introduction of the report.</p> <p>The Interim General Manager – Alexandra Palace – Mr Gill advised the meeting that the report gave an update on progress in implementing a number of its previous resolutions on Governance and Future Vision. Currently work was progressing on the recruitment of Independent Advisors to the Board, and the work of the Regeneration Working Group was ongoing with tenders being invited for an Options Appraisal Feasibility Study for Alexandra Park and Palace.</p> <p>Mr Gill also advised that there had been some progress towards a combined and more effective stakeholder forum in that both the Alexandra Park and Palace Advisory Committee (APPA), and the Alexandra Palace and Park Consultative Committee (APPC) had set up working groups which had met, and a joint working group meeting of both Committees would take place in January 2011 where both joint and individual views would be finalised into a form of recommendations. The matter would then be reported to the Alexandra Palace and Park Board on 15 February 2011.</p> <p>Mr Gill reported that the development of the NCVO Code of Good Governance into a bespoke Code of Governance in the form of a Trustee Handbook was progressing and was the subject of a separate report later in the agenda. The report included an outline timescale for completing the tasks required to enable Full Council approval of any necessary changes to the Haringey Council Constitution to give effect to changes arising from the Review of Governance.</p> <p>(Councillor Scott arrived at 19.35hrs)</p> <p>With regard to the appointment of Independent Advisors to the Board it was the case that the Board had previously discussed the terms of engagement, job description and recruitment process and provided a steer on these aspects of the process, and the Board had been asked to comment on the Candidate Specification and those comments were awaited. Following further consideration and finalisation of the process by the Board the agreement of the Full Council of LB Haringey would be required prior to the appointment of Independent Advisors, as this would be a variation to the Membership of the Board – albeit the Independent Members would only be appointed in a non voting advisory capacity. Mr Gill advised that there was a need to ensure that the matter was discussed through the political groups of the LB Haringey prior to submission at Full Council, and arrangements were being made to brief both the Labour and Liberal Democrat Groups in early January 2011, and a question and answer sheet and a more detailed historical briefing document would be circulated to the respective groups prior to this.</p> <p>(Councillor Hare arrived at 19.37hrs)</p>

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With regard to the master planning and the work of the Alexandra Park & Palace Regeneration Working Group Mr Gill advised the meeting that following the adoption by the Board of its recommended vision for Alexandra Palace and Park, the working group was in the process of seeking tenders for an Options Appraisal Feasibility Study for Alexandra Park and Palace. The options appraisal and feasibility brief recognised and worked within the purpose ascribed to the Board and within the spirit of the vision whilst also outlining viable and credible usage/content options that would address customer demand, brand alignment and recognition, sustainable commercial viability, and heritage and iconic building and park status. Mr Gill advised that work was continuing on stakeholder mapping and the development of a Communications Strategy for the Working Group and the next meeting of the group was scheduled for 4 January 2011. Further updates on the work of the Working Group would be given to future Board meetings.

The Chair thanked Mr Gill for his update and welcomed the progress in the various aspects of governance.

There being no further points of clarification it was:-

RESOLVED

- i. That the progress to date in implementing a number of previous resolutions on Governance and Future Vision outlined be noted; and
- ii. That the outline timescale in section 6.7.1 of the report for completing the tasks required to enable LB Haringey's Full Council to give approval of any necessary changes to the Haringey Council Constitution to give effect to changes arising from the Review of Governance be noted.

APBO41. FINANCE UPDATE

The Chair asked for an introduction of the report.

The Head of Finance Alexandra Palace – Ms Downie reported that whilst the management accounts for November were not yet complete, the Interim General Manager had implemented the £50k budget reduction in buildings repairs and maintenance and £10k budget reduction in parks maintenance. Ms Downie advised that an inflationary bid of £50k had been submitted to LB Haringey in respect of the Trust's revenue budget allocation for 2011/12. The outcome of this bid would be known in March 2011.

Ms Downie also reported that the Alexandra Palace Trading Limited's (APTL) budget process was underway with a view to completion and sign off by the APTL Board on 2nd February 2011. A draft revenue budget had been produced for the Trust for 2010/11, which was showing an increased funding requirement of £129k on the previous year. This detail had been prepared at an early stage to enable the Board to give a steer on its funding priorities for 2011/12.

(Councillor Stewart arrived at 19.40hrs)

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Ms Downie referred to the Alexandra Palace and Park Board meeting of 30th November 2010 where the trustees were informed of the net deficit position of the Trust, before taking into account the gift aid payment from the trading company, which had been forecast to be £40k below budget. This forecast underspend had largely been achieved through cancelling the annual fireworks display. Ms Downie advised that the trustees were also presented with a number of options for reducing Trust expenditure. The Board had asked officers, at its meeting on 14 October, to attempt to find savings needed in light of the likely reduction in gift aid from the trading company. This reduced gift aid was going to increase the charity's likely deficit and in turn require an increase in the projected deficit funding requirement from LB Haringey.

Ms Downie commented that the Board had resolved that where possible, the overall deficit should be contained within the funding allocation from the Council and delegate to the Interim General Manager the authority to determine the areas in which expenditure was curtailed. Since that meeting, the Interim General Manager had implemented a £50k reduction in the repairs and maintenance budget and a £10k reduction in the parks variable budget. The £50k reduction in repairs and maintenance broadly reflected the underspend for the year to date, which had been achieved.

In respect of the draft revenue budget for 2011/12 Ms Downie briefly commented on the revenue bid of £50k submitted to the Council, reflecting an inflationary uplift to the revenue budget allocation for 2010/11. This would bring the Trust's revenue allocation to £2.038m. The Trust's funding allocation will be formally determined in March 2011. It was clear that following the Comprehensive Spending Review, the Council was going to have to make significant savings in 2011/12 and beyond. With this in mind, officers of the Council had asked officers of the Trust to identify options for reducing the net budget allocation to the Trust. A draft budget for the Trust had been prepared for 2011/12 based on the Trust's requirements rather than the likely availability of funding. An outline budget for 2011/12 was presented at Appendix 1. An inflation rate of 2.5% has been assumed with the exception of insurance and rates, which have been inflated at 3.5%.

The Chair thanked Ms Downie for her introduction and in asking if there were any questions from Members, commented that the reality of the situation was that currently the financial austerity meant that there needed to be some rationale of the Trust's budget situation. The Chair referred to the advice always given by the Trust Solicitor – Mr Harris that the Trustees must always act in the interests of the Charity but as highlighted previously by Councillor Stewart, there would be no escaping from the austerity measures. The Chair informed the Board that it would be his intention to meet informally with the Interim General Manager, the Head of Finance, and the Managing Director Alexandra Palace Trading Limited, early in the new year to discuss the state of the budget draft for 2011/12 to identify further savings and that the reality was that there would be a downward movement. The Chair asked for the Board to endorse his proposed informal meeting and this agreed nemine contradicente.

(Mr Liebeck arrived at 19.42hrs).

The Interim General Manager – Mr Gill also advised the Board that at this stage

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	<p>officers were not seeking approval of the draft budget.</p> <p>With reference to the detail of the draft budget attached at appendix 1 Councillor Stewart sought clarification in relation to the variance of a £41K reduction in legal and professional fees, and asked what this actually meant in real terms. In response Ms Downie advised that the £41K was due to a large contract being put out to tender and the legal and professional fees associated with this process had been in the region of £40K.</p> <p>Councillor Hare referred to the £25K cost for IT expenditure and sought clarification as to this cost. Mr Gill advised in response that this cost related to known necessary infrastructure improvements likely to be prioritised by the impending IT Review.</p> <p>The Chair then summarised and it was:</p> <p>RESOLVED</p> <ul style="list-style-type: none"> i. That the budget reductions already implemented by the Interim General Manager in relation to the current financial year be noted; ii. That the draft budget for the Trust for the 2011/12 and the process and timescale for completion be noted; and iii. That it be noted that the Chair of the Board would be meeting informally with the Interim General Manager, and the Head of Finance, Alexandra Palace, together with the Managing Director Alexandra Palace Trading Limited, early in the new year 2011 to discuss the state of the budget draft for 2011/12 to identify further revenue expenditure savings.
<p>APBO42.</p>	<p>CAPITAL PROJECTS UPDATE</p> <p>The Chair asked for a brief introduction of the report.</p> <p>The Interim General Manager – Mr Gill advised the meeting that in respect of the Ice Rink refurbishment, following on from the November Board meeting the Principal Contractor (Lengard) had now given notice that the project would slip beyond the scheduled completion date of 10th December 2010 and was currently projected to be handed back before 24 December 2010. The reason was due to a delay in the installation of the new Ammonia based Ice Rink chiller being manufactured and installed by a subcontractor of Lengard Ltd who was specialised in fitting such equipment and who's engineers were not able to leave the eastern seaboard of North America due to the inclement weather in the United Kingdom. Mr Gill advised that Lengard had been instructed to put into place contingency plans if there were to be further delays and the situation was being proactively managed. Mr Gill advised that the main ice rink base, barriers, lighting and low emissivity ceiling were all now installed and were substantially completed, with the toilets, changing rooms and front kiosk moving towards their final stages of refurbishment, and mobilisation, and training of staff on the new installation was scheduled.</p> <p>Mr Gill also advised of the progress of works of the £500k programme of dilapidation. Also in order to improve the customer experience & profile and</p>

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demonstrating to customers and the local community changes and investment were happening at Alexandra Palace the Board approved a new brand on the November 30th 2010. Mr Gill advised that one of the recommendations in the report sought approval to implement the signage proposals at a cost of £30k.

Mr Gill further advised that the design and specification for the fire alarm system replacement had continued, with tendering to commence in 2011. The works would form part of the capital bid to the Council for 2011/12. With regard to the theatre, works had been tendered for mitigating the affects of the dry rot, making safe some areas of structural decay plus the removal of old debris/ pigeon guano from areas.. An order had been placed with Sovereign Preservation to carry out these works which would be completed in early 2011. Mr Gill further commented that discussions had taken place with English Heritage and an agreement in principle had been established on the works that had been historically completed to the stage. There was now some optimism that English Heritage may release some of the outstanding grant that was previously agreed before the Interim General Manager had been appointed.

The Board then received a slide presentation from the Managing Director Alexandra Palace Trading Limited – Ms Kane (a copy of which will be interleaved with the minutes). The presentation highlighted the proposed new signage both internally and externally and the fact that APTL would be able to have the franchise of signage board sales at the palace when major events were taking place. Mr Gill also advised that the proposed signage would assist compliance with the Disability Discrimination Act.

The Chair thanked Ms Kane for her presentation and Mr Gill for his introduction and asked if there were any points of clarification, or comment from the Board.

Councillor Scott, in welcoming the proposed signage as a necessary step forward commented that in his view some of the proposed signage needed some further work, as in his view it was not exactly overly interesting or eye catching. Ms Kane responded that the proposals were at the design stage and the details shown were at this time prototypes and had not been signed off as the finished articles.

The Chair commented that in truth he was not particularly comfortable with the proposed new signage given the current financial situation, and the need for considerable austerity measures required. He advised that given the budgets were to be cut he questioned the benefit for such improvements, and that there needed to be a consistent approach and a demonstrable return on the proposed investment. Ms Kane commented in response that a £30K allocation had been agreed for 2009/10 broken down into 3 £10K tranches. There was an expected £10K income stream from advertising and secondary income for 2011/12, £15K in 2012/13, and £20K in 2013/14 – amounting to an estimated return of £45K over a 3 year period.

The LB Haringey's Director of Resources representative – Mr Oliver, advised the meeting that the £30K allocation was not new expenditure and that by capitalising the expenditure from revenue this may release additional revenue monies.

In response to clarification from Councillor Peacock Ms Kane advised that the

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	<p>proposals were being worked on but were not the final product.</p> <p>Councillor Hare stated his support for the proposed improved signage package and that this the proposals went some considerable way to smartening up the appearance of the palace. He felt that there needed to be some continuance of known names such as the Grove car park instead of 'west' or 'south west' and a similar theme for the internal parts of the building. Ms Kane responded that there would be a consistency of known names for areas of the park and palace on the proposed signage.</p> <p>In response to points raised by Councillor Peacock in respect of the possible use of the west hall corridor link for selling of merchandise Ms Kane advised that due to health and safety/fire regulations there was limited capacity for usage of the west hall.</p> <p>Mr Gill reiterated the earlier point from Mr Oliver re capital allocation and that there being no new cost to the palace and stressed that the £30K had already been agreed by the Board.</p> <p>Councillor Hare placed on record his thanks to all involved in the improvement of signage, and this was supported by those Councillors present.</p> <p>The Chair, in welcoming the proposals, summarised and it was:-</p> <p>RESOLVED</p> <ul style="list-style-type: none"> i. that the progress report on the Capital projects be noted; ii. that approval be given to the allocation of £30k capital monies to the Alexandra Palace Trading Limited Marketing team to implement signage improvements across the site as part of the brand adopted at the meeting of the Alexandra Palace and Park Board on 30th November 2010; and iii. that further updates be reported to future Alexandra Palace and Park Board meetings in respect of progress on the on-going capital projects.
APBO43.	<p>INTERNAL AUDIT REPORT</p> <p>The Chair, in asking for a brief introduction of the report, MOVED that standing orders be suspended in order to allow the representative from the external consultants – Mazars to address the meeting. The MOTION was carried nemine contradicente.</p> <p>The Head of Finance Alexandra Palace - Ms Downie advised the meeting that the summary report from the Trust's internal auditors, Mazars, was attached at Appendix 1. Ms Downie reported that Mazars had conducted a follow up review of the Council's internal audit report from 2008, together with a review of the Trust's arrangements for budget setting and control and health and safety.</p> <p>The Chair thanked Ms Downie for her introduction and welcomed Mr Richard Bott to the meeting and asked that he address the Board.</p>

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Mr Bott, in reference to the appended report informed the meeting that Mazars had conducted a follow up review of the Council's internal audit report from 2008, together with a review of the Trust's arrangements for budget setting and control and health and safety. Mr Bott advised that of the twelve recommendations in the original Council report, six had been fully implemented, five were in progress and one had been superseded. In relation to the latter two audits, Mazars had raised two minor recommendations and concluded that a 'substantial' level of assurance existed in each area.

The Chair thanked Mr Bott for his succinct comment and in asking if there were any points of clarification from the Board, referred to the particular issue of health and safety and asked for an expansion of this. Mr Bott responded that this was in respect of the issue of whether there was an intention to have a full time permanent position of Health and Safety/ and or Fire Officer or whether there was to be a split of functions.

The Interim General Manager Alexandra Palace – Mr Gill advised that in respect of this issue it was the case that whilst there was a desire to have to separate post holders from a revenue perspective there were funding issues. In terms of the Fire Officer role, there had been a former senior fire officer but that these duties had been superseded by the existing temporary facilities manager under current interim management arrangements. It was hoped that the dual role would be encompassed by a Senior Health and Safety Officer.

Councillor Stewart, in welcoming the report, commented that it was key that there were no significant issues to be addressed and that the required roles and responsibilities were being fulfilled. Councillor Stewart asked if there was a further follow up report required if there were likely to be any challenge to the finding of the report.

In response Mr Gill advised that there would be follow-up reports if it were deemed necessary to report any matter further.

The Chair then summarised and it was:

RESOLVED

- i. that the outcome of the internal audit work for 2010/11 and the 'substantial assurance' given in the areas of budget setting and control and health and safety, be noted; and
- ii. that the Interim General Manager Alexandra Palace be supported in implementing the recommendations of the outcome of the internal audit work for 2010/11 in the context of other priorities for the Trust.

The Chair advised that Standing Orders were now reinstated for the remainder of the proceedings.

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The Chair asked for an introduction of the report.

The Interim General Manager – Alexandra Palace – Mr Gill informed the Board that the report before it was seeking, given due regard to recent efforts to curtail spending, the Board's consideration of whether the park should be entered into the Green Flag Award, Green Heritage Award or London in Bloom competitions in 2011. Mr Gill advised that the direct entry costs in 2009/10 had been approx £500. There were indirect costs in officer time, administrative support and printing costs, and at inspection time (financial year 2011-12), there would be a targeted spend of the park budget to prepare the site for the judges of up to £3,000. Mr Gill also reported that other London Boroughs were in the process of considering their own 'green flag' award scheme but LB Haringey were not as yet progressing such proposals.

Mr Gill advised that the benefits of achieving the award were:

- the Heritage Lottery Fund would be satisfied that their investment was being protected according to the park development contract
- public confidence in a site that had come up to the national standard for green space
- positive press coverage.

Mr Gill also advised the meeting of the Planning Enforcement notice served on Little Dinosaurs in April 2010. A Planning Inspector had carried out a site visit on 22nd November 2010 and as a result, the Planning Inspector had ruled against Little Dinosaurs and as a result, there would be a removal of paving and storage facilities by the early New Year 2011. The tenant had up to 6 months to comply with the enforcement notice. Mr Gill also reminded the Board of the previous deputation by Golfwise regarding a development project for the pitch and putt course. A planning application was lodged in early 2010 but this had now been withdrawn. A smaller planning application for the mini-golf part of their proposal was expected to be submitted, and the Park manager was recommending a site visit to meet the tenant and discuss the proposals.

Mr Gill also reported that the Garden Centre tenant, Capital Gardens Ltd, had plans for a development on their site. The Advisory and Consultative Committees had considered the proposals. Similarly, a site visit was recommended to meet the tenant and discuss the proposals, this can be carried out in conjunction with the visit to the pitch and putt course suggested. In respect of the 345 preschools development project for the islands building, this was approved by the Board on 30th November, and the work was now proceeding.

With regard to the Car Park Charging: Data collection, Mr Gill advised that following the Board's consideration of alternative methods of generating income he had been asked to report back with a feasibility study regarding Car Park Charging. Mr Gill reported that in order to determine the vehicle numbers using the car parks traffic counters were installed at nine locations on 26 November 2010, to remain until early February 2011. The counters would collect data for a number of the key event-types during that period e.g. Music Concert and darts, non event' weekend, Large public exhibitions and trade shows, and Private balls and banquets. The period of operation would also show the difference between the traffic before and after the ice rink was opened. Staff cars, deliveries,

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operational vehicles had been monitored in order to remove non-chargeable traffic. It was hoped that a preliminary view of the data would be available to the Board for the meeting in February 2011.

The Chair thanked Mr Gill and asked if there were any points of clarification or comments.

Councillor Hare referred to the £3K and sought clarification as to what this amount comprised. Mr Gill responded that this figure related mainly to targeted grounds maintenance works in the lead up period and during the Green Flag judges' visit.

The Chair, in supporting the green flag award, referred to the proposed site visits and whether an invite should be extended to the Consultative, and Advisory Cttees'. Councillor Stewart welcomed their attendance. Mr Gill responded that he would caution extending an invite to either body given that the two bodies may be in different stages of considering the proposal.

Councillor Hare felt that it would be a positive step forward to invite either group but to limit the number to perhaps two reps.

The Chair commented that whilst he had no issue with extending the invite he reminded the Board of the previous site inspection regarding Adizone and the consequences. He stressed that any attendance by either body would be by invite only and the Board would then consider matters at its next meeting.

Mr Liebeck referred to the current state of the roads around the Park given the recent spate of inclement weather, and the poor surface conditions of the roads. He asked if there were going to be some road repairs carried out, particularly the Priory Road area. In response Mr Gill advised that there was a limited repairs and maintenance budget, and work would be carried as and when required.

In terms of road repair, Councillor Hare commented that as the road through the park was a private one then should there be some approach made to TfL to request some contribution towards road maintenance and repair. Councillor Hare also reported a bollard on its side at the Grove entrance which had been like that for 2/3 weeks. In response to the Chair's enquiry Councillor Hare confirmed that he had not reported it to officers.

In response, Mr Gill noted the bollard issue, and with regard to the TfL contribution to road maintenance it was a fact that, although the road was a bus route it was not one of TfL's primary network routes and therefore they would not contribute. Mr Gill further advised that this possibility had been investigated on a number of occasions in recent years and the answer from TfL had always been the same.

The Trust Solicitor – Mr Harris advised the Board that the road was indeed a private road and therefore the Board had every right to close it should it wish to. He also commented that there had been an agreement entered into in the mid 1930's between the Trust and London Transport allowing the use of the private road by public transport.

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	<p>In response to further points of clarification Mr Gill advised that the income that could be generated from the car park charging may be considerable and that there would be a report to future Board meeting on options but in terms of the general funding deficit there would need to be in the region of £2 million per annum generated to cover the deficit.</p> <p>The Chair then summarised and it was:</p> <p>RESOLVED</p> <ul style="list-style-type: none"> i. That approval be given to the park being entered for the various award schemes; ii. That a site visit be arranged to the Garden Centre and the Pitch and Putt Course in view of the tenant's proposals for those sites, and that 2 representatives from the Alexandra Park and Palace be invited to attend the site visit if the Advisory Committee had not already considered and given its views in respect of both proposals; and iii. That the contents of the report in its entirety be noted.
APBO45.	<p>OUTLINE 3 YEAR BUSINESS PLAN</p> <p>The Chair asked for an introduction of the report.</p> <p>The Interim General Manager Alexandra Palace – Mr Gill referred to the Trust's Business Plan for 2009/10 which had set out a number of aims and objectives for 2009/10, and the consideration and approval of a report on 29 June 2010 concerning a draft 3 year Business Plan which had contained a proposed Work Plan for the Trust's officers for 2010/11 which was approved by the Board. Progress on the Work Plan was ongoing with many objectives achieved or near completion to date, and it was envisaged that the majority of the Business Objectives would be achieved by 31 March 2011.</p> <p>Mr Gill further advised that the Business Plan was intended to be a strategic overarching document which sat above existing Plans including APTL's Business Plan, the AP Park Management Plan, Conservation and Heritage Management Plan and Action Plans of key partners. However, the Board had not been asked to approve a final Business Plan owing to ongoing development a number of factors concerning the Trusts' structure, organisation, staffing and its capital programme which had been or were under review during 2010/11. Mr Gill commented that both Alexandra Palace and Park Trust, and Alexandra Palace Trading Limited were committed to working towards a 3 to 5 year Business Plan and during 2010 both parties had been working closer together on a number of strategic and operational interdependencies at Alexandra Palace and Park, and preparations were in hand for the next versions of both Business Plans.</p> <p>Mr Gill further commented that it was also the case that the Board was in the process of reviewing its revenue budget for 2011/12 and the amount of forecast Gift Aid for 2011/12 was as yet unknown. The result of the Trust's requests to Haringey Council for revenue and capital funding would not be known until March</p>

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	<p>2011. Mr Gill concluded that at this stage in the business planning process, the Board was asked to consider at a strategic level what it wished to achieve during the period 2011 to 2014.</p> <p>The Chair thanked Mr Gill for his succinct introduction and asked if there were any comments or views from Members.</p> <p>Councillors Stewart and Hare comment that in regard to strategic achievements from 2011 to 2014 in their view the issue of regeneration was of great importance and should be given priority.</p> <p>Ms Kane welcomed this suggestion and that it was wholly appropriate for the future of the Palace that there be emphasis on regeneration.</p> <p>Mr Gill concurred with Ms Kane's sentiments.</p> <p>The Chair, in welcoming the expressed views, commented that in the current climate of austerity there could be limited scope for regeneration but that every effort should be made to ensure this over the following 3 years.</p> <p>In response to comments from Councillor Hare, the Chair advised that the regeneration working group was primarily a group of officers with assistance and expertise from the LB Haringey. The concept of the business plan would allow for the Trust to be able to look back and identify those areas where there had been progress and achievement and those areas which were progressing and that the business plan was a continuing work-in progress which was regularly updated.</p> <p>The Chair then summarised and it was:</p> <p>RESOLVED</p> <ul style="list-style-type: none"> i. That in respect of the proposed content of the Business Plan, in terms of strategic guidance on its objectives for the period 2011 to 2014, it be agreed that the main strategic objective and focus of the Trust should be centred on the regeneration of the Palace and Park; and ii. That it be noted that the draft Business Plan would be submitted to the Alexandra Palace and Park Board in March 2011 when the Trust's revenue and capital allocation was known, and that the final Business Plan for the period 2011 to 2014 be submitted for approval by the Alexandra Palace and Park Board on 28 April 2011.
<p>APBO46.</p>	<p>BESPOKE CODE OF GOVERNANCE (PART 2)</p> <p>The Chair asked for an introduction of the report.</p> <p>The Interim General Manager Alexandra Palace – Mr Gill advised the meeting that his report gave an update on progress in making the NCVO Code of Governance bespoke to Alexandra Park & Palace Charitable Trust. Mr Gill reported that a revised version of the Code was published on 19 October 2010.</p>

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	<p>The revised version broadly reflected the same key principles as the previous 2005 version. In commenting that the reviewing of governance should be an ongoing process, and good practice was always evolving Mr Gill advised that it was proposed that the Board did not adopt the revised Code at this juncture, but that work continue by him on the remainder of the documents including the Trustee Code of Conduct and Declaration Of Interest and a new Conflict of Interest Policy.</p> <p>(Mr Willmott arrived at 20.43hrs)</p> <p>Mr Gill further advised that the key documents that comprised the Trustee Handbook were all in final form and would be available to download from the Alexandra Park & Palace web site. Mr Gill concluded that the Board may wish to consider adopting the refashioned Code at a future date and he proposed that this be the subject of a “Good Governance” Away Day for the Board following the induction of any new Trustees in May or June 2011.</p> <p>The Chair welcomed the proposals as advised by Mr Gill.</p> <p>There being no points of clarification the Chair summarised and it was:-</p> <p>RESOLVED</p> <ul style="list-style-type: none"> i. That approval be given to not adopting the revised NCVO Code of Good Governance at this juncture; ii. That the revised Code be adopted at a future date, following consideration of this and other issues at a proposed “Good Governance” Away Day for the Board following the induction of any newly appointed Trustees in May or June 2011; iii. That approval be given to the proposed approach to continuing work on the remainder of the documents comprising the Trustee Handbook including the Trustee Code of Conduct and Declaration of Interest, a new Conflict of Interest Policy and terms of reference for a new Sub-Committee of the Board centring on Audit, Finance and Human Resources issues; and iv. That the Interim General Manager Alexandra Palace be authorised to continue with the further development of the Trustee Handbook.
APBO47.	<p>ANY OTHER UNRESTRICTED ITEMS THE CHAIR CONSIDERS TO BE URGENT</p> <p>There were no items of urgent business.</p> <p>NOTED</p>
APBO48.	<p>EXCLUSION OF THE PUBLIC AND PRESS</p> <p>RESOLVED</p>

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	<p>That the press and public be excluded the from the meeting for consideration of Items 14 - 15 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).</p> <p style="text-align: center;">SUMMARY OF EXEMPT/CONFIDENTIAL PROCEEDINGS</p>
APBO49.	<p>FINANCE UPDATE</p> <p>AGREED RECOMMENDATIONS CONTAINED IN THE REPORT</p>
APBO50.	<p>ANY OTHER EXEMPT ITEMS THE CHAIR CONSIDERS TO BE URGENT</p> <p>There were no items of urgent business.</p> <p>The chair confirmed to the Board that there would be an Informal round table discussion for the Board Members of Alexandra Palace and Park Board, and Board Members of Alexandra Palace Trading Limited at 18.30hrs on Thursday 13 January 2011 at Alexandra Palace. The Chair also extended the invitation to the three non-voting Consultative Committee representatives to the Board – Ms Paley, Mr Tarpey and Mr Willmott and the Observer – Mr Liebeck.</p> <p>The Chair, on behalf of the Board wished all officers of the Trust, and those supporting the Board a very merry Christmas, and a happy New Year.</p> <p>The Interim general Manager – Mr Gill also passed his thanks and appreciation to all officers of the trust for their effort in 2010, and also his thanks to the Clerk to the Board and Committee Manager – Clifford Hart, and also Natalie Cole from his Committee Team for all of their support and efforts in assisting the Board and its Sub-bodies.</p> <p>NOTED</p>

The meeting ended at 20.57hrs

COUNCILLOR PAT EGAN

Chair

**UNRESTRICTED MINUTES OF THE ALEXANDRA PALACE AND PARK BOARD
FRIDAY, 28 JANUARY 2011**

Denotes attendance*

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

Non-Voting Val Paley*, Mike Tarpey*, Nigel Willmott
Representatives:

Observer: David Liebeck*

Also present:

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

**MINUTE
NO.**

SUBJECT/DECISION

APBO51.	<p>APOLOGIES FOR ABSENCE</p> <p>There were no apologies for absence.</p> <p>NOTED</p>
APBO52.	<p>URGENT BUSINESS</p> <p>There were no items of urgent business.</p> <p>NOTED</p>
APBO53.	<p>DECLARATIONS OF INTERESTS</p> <p>Councillor Egan declared a non prejudicial interest on behalf of Councillors Hare, Scott, Strickland and himself in respect of Agenda Item 5 as Directors of Alexandra Palace Trading Limited.</p> <p>Ms Parker declared a non prejudicial interest in respect of Agenda Item 5 as a Non Executive Director of Alexandra Palace Trading Limited.</p> <p>NOTED</p>
APBO54.	<p>EXCLUSION OF THE PUBLIC AND PRESS</p> <p>RESOLVED</p>

**MINUTES OF THE ALEXANDRA PALACE AND PARK BOARD
FRIDAY, 28 JANUARY 2011**

	<p>That the press and public be excluded the from the meeting for consideration of Items and as they contain exempt information as defined in Section 100a of the Local Government Act 1972 (as amended by Section 12A of the Local Government Act 1985) paras 1,2 and 3 - namely information relating to any individual, 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).</p> <p style="text-align: center;">SUMMARY OF EXEMPT/CONFIDENTIAL PROCEEDINGS</p>
APBO55.	<p>ADVICE ON CURRENT POSITION IN RELATION TO POTENTIAL LITIGATION</p> <p>Agreed recommendations as MOVED.</p> <p>There being no further business to discuss the meeting ended at 19.25hrs.</p>

COUNCILLOR PAT EGAN

Chair

**MINUTES OF THE ALEXANDRA PARK AND PALACE ADVISORY COMMITTEE.
TUESDAY, 25 JANUARY 2011**

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
 Mr Mark Evison – Park 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

APSC37.	ELECTION OF CHAIR Denis Heathcote (Muswell Hill and Fortis Green Association) was nominated to act as Chair until the arrival of David Liebeck. AGREED.
APSC38.	APOLOGIES FOR ABSENCE Apologies for absence were received from Councillor Monica Whyte, Ken Ranson

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	(Bounds Green & District Residents Association) and Jackie Baker (Palace Gates Residents' Association). Apologies for lateness were received from the Chair (David Liebeck) and Councillor Richard Watson.
APSC39.	<p>DECLARATIONS OF INTEREST</p> <p>Councillor Jim Jenks declared a personal interest as he was a member of Warner Estate Residents' Association (WERA).</p>
APSC40.	<p>MINUTES AND MATTERS ARISING</p> <p><u>Statutory Advisory Committee – 2nd November 2010</u></p> <p>RESOLVED that the minutes of the Statutory Advisory Committee meeting held on 2nd November 2010 be agreed as a correct record of proceedings.</p> <p><u>Alexandra Palace and Park Board – 14th October and 30th November 2010</u></p> <p>RESOLVED that the minutes of the Alexandra Palace and Park Board meetings held on 14th October and 30th November 2010 be noted.</p> <p><u>Alexandra Palace and Park Consultative Committee – 16th November 2010</u></p> <p>RESOLVED that the minutes of the Alexandra Palace and Park Consultative Committee held on 16th November 2010 be noted.</p>
APSC41.	<p>PARK ACTIVITIES UPDATE</p> <p>The Committee received the Park Activities Update introduced by the Park Manager, Alexandra Palace, Mark Evison, as laid out in the report, pages 35-38 of the agenda pack.</p> <p><u>Page 36 – Paragraph 7 – Car Park Charging</u></p> <p>Councillor Beacham highlighted that a unique selling point of Alexandra Palace was that the venue offered free parking. The Committee noted that if a decision was made to start charging for car parking it would include consultation with Alexandra Palace Trading Company (APTL) and there would be a degree of flexibility to suspend the charges at any point i.e. when large events were being held or for individual car parks.</p> <p>Officers emphasised that data would be collected until early February and the results would be reported to the Advisory Committee at a later stage.</p> <p><u>Page 36 – Paragraph 8 – Little Dinosaurs Planning Inspectorate Case</u></p> <p>David Frith (The Rookfield Association) sought confirmation that the Alexandra Palace and Park Board of Trustees was satisfied to continue the tenancy despite the Tenant's contravention of the lease. The Park Manager explained that the matter had not been officially reported to the Board; however, there would be no contravention once the Tenant had removed the paving slabs and storage units as agreed.</p>

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	<p>Officers noted the suggestion that revenue could be generated by charging commuters for the use of the Palace's car parks and highlighted that many commuters already parked in the Palace and walked to the nearby station.</p> <p><i>Clerk's note: David Liebeck arrived and took over as Chair of the meeting.</i></p> <p>In response to questions about the cost of implementing such a parking scheme it was noted that the car parking operator may pay the capital cost of setting up the scheme.</p> <p>RESOLVED to note the report.</p>
APSC42.	<p>FORTHCOMING EVENTS</p> <p>The Committee received the report of the Managing Director, Alexandra Palace Trading Limited, Rebecca Kane and noted that a full schedule of events for the next financial year would be presented at the next Advisory Committee meeting and that 65% of business had already been contracted for 2011/12 which was a strong trading position.</p> <p>The Committee were informed that the re-opening of the Alexandra Palace Ice Rink took place on Friday 21st January 2011 and was a successful event.</p> <p>RESOLVED to note the report.</p>
APSC43.	<p>GOVERNANCE & FUTURE VISION</p> <p>The Committee received the Governance and Future Vision Update presented by the Interim General Manager, Alexandra Palace, Andrew Gill who drew attention to page 56 of the report which provided timescales for further work to be conducted.</p> <p>Officers noted Ms Hutchinson's (Alexandra Resident's Association) suggestion that the term "Ally Pally" not be used in the example job description for Independent Advisor to the Board.</p> <p>In response to concerns raised about past problems where Trustee members of the Board changed frequently, the Committee noted that the term of office was for only one year due to the Council's procedure of annually agreeing memberships for all committees. This did not mean that membership automatically changed each year.</p> <p>RESOLVED that the report be noted.</p>
APSC44.	<p>FEEDBACK FROM THE WORKING GROUP</p> <p>The Committee received the report of the Statutory Advisory and Consultative Committees Working Groups on the possibility of having a joint committee and whether it would be more effective than the current two individual committees which often received and considered exactly the same information.</p>

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The Chair thanked the Consultative Committee Working Group for the report prepared in advance of the joint working groups meeting.

The Committee discussed the recommendations of the report which included adopting Model 1, a joint Statutory Advisory and Consultative Committee, on a trial basis and reviewing the possibility of adopting Model 2, a reconstituted single Statutory Advisory and Consultative Committee, in light of the experience of Model 1.

The Committee noted that the general consensus of both working groups was that joint meetings needed to be conducted within reasonable timescales. The assumption would be that documents sent as part of the agenda pack had been read by all members and the length of time spent on certain items would be limited.

Members asked for clarity on how the joint meeting in Model 1 would be run. It was noted that there would be a general meeting including both the Advisory and Consultative Committees where reports would be received and discussed and comments noted. The meeting would then move into a Statutory Advisory Committee meeting where its recommendations to the Board would be agreed; Consultative Committee members could remain in the meeting but would leave the table.

The Committee was reminded that the Board was required to consult with the Advisory Committee and consider its recommendations, whereas there was no statutory duty for the Board to do the same with the Consultative Committee.

It was noted that operational matters would need to be discussed after the first trial joint meeting. The Consultative Committee would consider the report at its meeting on 8th February and the Board would consider it on 15th February and a report to Full Council would follow.

Some members expressed concern about how a joint committee would work and that the number of potential members on the joint committee might make it unmanageable. It was anticipated that the residents' associations with a member on each committee would have to decide if one or both of those members would attend the joint meeting(s).

Councillor Watson suggested that Model 2 be adopted as soon as possible and this was supported by Councillor Demirci. The Chair reminded the Committee that it would be more appropriate to run a trial meeting to see if a joint meeting was workable. For example, certain members of the Consultative Committee had commercial interests in Alexandra Palace and Park; the membership of the Advisory Committee was restricted and was to provide direction and guidance to the Board on behalf of local residents and Councillors, who were directly affected by events in the Palace and Park.

It was noted that the Constitution of the Consultative Committee could be amended by the Council if any changes were required. Should there be a requirement to change the remit of the Statutory Advisory Committee a change of the Alexandra Park and Palace Act, 1985, would be required. However, it was mooted that the agreement of (or lack of any objection from) the Charity Commission was all that would be required to adopt a scheme that did not dilute the Advisory Committee's

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	<p>remit.</p> <p>Other comments from members of the Advisory Committee were to the effect that a decision on Model 2 should be deferred pending legal and Charity Commission advice.</p> <p>RESOLVED</p> <p>i. That Model 1, a Joint Statutory Advisory and Consultative Committee, be supported and that two trial meetings take place, the first one taking place on 5th April 2011, the next scheduled meeting.</p> <p>ii. That Model 2 be supported in principle and that Officers be asked to investigate the practicalities of having a single Statutory Advisory and Consultative Committee and seek legal and Charity Commission advice (after and subject to approval from the Consultative Committee meeting on 8th February 2011) before reporting back to the Advisory Committee</p>
<p>APSC45.</p>	<p>ANY OTHER BUSINESS</p> <p>i. <u>External Fabric Condition Update</u></p> <p>The Committee received the External Fabric Condition Update (tabled) presented by Mark Neale, Facilities Manager, Alexandra Palace, as set out in the report.</p> <p>The Committee noted that the priority works in the asset management plan on Page 5 of the report would go towards reducing the deterioration of the building and not improvements.</p> <p>Some committee members expressed concerns that the 10-year asset management plan was not the best use of money and that it would be better to use the total amounts for each area at once rather than over a 10 year period during which the Palace building would deteriorate further. The Interim General Manager advised that the asset management plan was a means of substantiating the bid for capital funds; it was not a funded asset management plan as the Trust did not have the capital funds to undertake the works therein.</p> <p>Members were reminded of the scale of the investment required to arrest the deterioration of the Palace building and that the Palace relied on Council funding and the bids for capital funding had to be realistic. The Alexandra Palace and Park Regeneration Working Group had been established to consider ways in which to increase support and funding for improvements to the Palace.</p> <p>RESOLVED to note the report.</p> <p>ii. <u>UNESCO</u></p> <p>The Committee received the proposal to seek UNESCO world heritage site status for the south east wing of Alexandra Palace (pages 57 – 62 of the</p>

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	<p>agenda pack), written and presented by Clive Carter – local resident.</p> <p>Committee Members generally expressed support for the proposal in principle but concerns were raised about the amount of officer time that would be required and the cost of this time, given the financial austerity measures introduced by the Council due to the reduction in its budget.</p> <p>In response to concerns Mr Carter explained that the proposal would be time intensive, taking a number of years, and some of the work would be In response to concerns Mr Carter explained that the proposal would be time intensive, would take a number of years, and that some of the work would necessarily be taken on by officers and the Local Authority. Investors could be approached but the starting point would be to obtain the agreement and commitment of the Board and the Local Authority.</p> <p>In response to a question Mr Cater confirmed that an application for USESCO Heritage Site recognition could only be made if the restoration works on the Palace were completed.</p> <p>In response to a question about point 12 (Page 61), the General Manager confirmed that in March 2010 Trustees abandoned their former strategy of awarding a long term lease to a private developer. New governance arrangements and strategies were in the course of being adopted by the Palace.</p> <p>The Committee noted that Bromley Council had spent circa 20 years on its bid for UNESCO World Heritage Site recognition for the home of Charles Darwin - Down House, which had been deferred twice by the committee.</p> <p>RESOLVED that Sue Cole, English Heritage, be invited to the next meeting of the Statutory Advisory Committee to provide information on what a bid for USESCO Word Heritage Site recognition would entail.</p>
APSC46.	<p>DATES OF FUTURE MEETINGS</p> <p>The next meeting would be held on Tuesday 5th April 2011.</p> <p>The meeting ended at 21:05 hrs</p>

David Liebeck

Chair

Signed by the Chair

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