

NOTICE OF MEETING

Alexandra Park and Palace Advisory Committee.

(Established by Statute in 1985)

To: The Members of the
Advisory Committee (Statutory)

Ken Pryor - Deputy Head of Local
Democracy and Member Services
7th Floor, River Park House
225 High Road, Wood Green
London, N22 8HQ

Contact: Natalie Cole, Principal Committee
Co-ordinator
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Dear Member,

A meeting of the **ALEXANDRA PARK AND PALACE ADVISORY COMMITTEE.** will take place on **TUESDAY, 25TH JANUARY, 2011** commencing at **19:30** in **THE LONDESBOROUGH ROOM, ALEXANDRA PALACE WAY, WOOD GREEN, LONDON N22** to consider the business set out in the Agenda detailed below.

Yours sincerely

Natalie Cole
Clerk to the Committee

AGENDA

1. **APOLOGIES FOR ABSENCE**
2. **DECLARATIONS OF INTEREST**

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

3. **MINUTES AND MATTERS ARISING (PAGES 1 - 34)**

- i) To approve the minutes of the Advisory Committee held on 2nd November 2010.
- ii) To receive the draft minutes of the meeting of the Alexandra Palace and Park Board held on 14th October and 30th November 2010 to be noted.
- iii) To receive the draft minutes of the meeting of the Consultative Committee held on 16th November 2010 to be noted.

4. PARK ACTIVITIES UPDATE (PAGES 35 - 38)

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

5. FORTHCOMING EVENTS (PAGES 39 - 40)

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

6. GOVERNANCE & FUTURE VISION (PAGES 41 - 58)

To receive a report updating on Governance and the Future Vision of Alexandra Palace.

7. FEEDBACK FROM THE WORKING GROUP

To receive feedback from the Statutory Advisory Committee Working Group on the possibility of having joint meetings of the Statutory Advisory Committee and the Alexandra Palace and Park Consultative Committee.

8. ANY OTHER BUSINESS (PAGES 59 - 66)

UNESCO World Heritage Site recognition (Clive Carter - Local Resident)

To discuss the possibility of Alexandra Palace applying for UNESCO World Heritage site recognition.

9. DATES OF FUTURE MEETINGS

To note that the next meeting of the Advisory Committee will be held on Tuesday 5th April 2011.

To: Nominated Members of:

| | |
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| Alexandra Residents' Association | : Ms J. Hutchinson |
| Bounds Green and District Residents Association | : Mr K. Ranson |
| Muswell Hill and Fortis Green Association | : Ms Monica Myers |
| Muswell Hill and Fortis Green Association | : Mr Dennis Heathcote |
| Palace Gates Residents' Association | : Ms J. Baker |
| Palace View Residents Association | : Ms E. Richardson |
| The Rookfield Association | : Mr D. Frith |
| The Rookfield Association (deputy) | : Mr F. Hilton |
| Warner Estate Residents' Association | : Mr D. Liebeck |
| Warner Estate Residents' Association | : Mr D. Aspden |

Appointed Members:

| | | |
|----------------------------|----------|---------------------------------|
| Alexandra Ward | : | Councillor Beacham |
| Bounds Green Ward | : | Councillor Christophides |
| Fortis Green Ward | : | Councillor Erskine |
| Hornsey Ward | : | Councillor Whyte |
| Muswell Hill Ward | : | Councillor Jenks |
| Noel Park Ward | : | Councillor Gibson |
| Council-wide Member | : | Councillor Demirci |
| Council-wide Member | : | Councillor Watson |

Also to:

Interim General Manager, Alexandra Palace
Chief Executive
Trust's Solicitor
Director of Corporate Resources
Head of Legal Services

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

PRESENT: * denotes attendee

NOMINATED BY LOCAL RESIDENTS' ASSOCIATIONS

| | | |
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| *Mrs J. Hutchinson | : | Alexandra Residents' Association |
| Mr K. Ranson | : | Bounds Green and District Residents' Association |
| *Mr D. Heathcote | : | Muswell Hill and Fortis Green Association |
| Ms J. Baker | : | Palace Gates Residents' Association |
| *Ms L. Richardson | : | Palace View Residents' Association |
| Mr. D. Frith | : | The Rookfield Association |
| *Mr. D. Liebeck | : | Warner Estate Residents' Association |
| VACANCY | : | Warner Estate Residents' Association |

APPOINTED MEMBERS

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

Also in attendance:

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

Public Gallery:

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

**MINUTE
NO.**

SUBJECT/DECISION

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| APSC27. | APOLOGIES FOR ABSENCE Apologies for absence were received from Councillors Ali Demirci and Monica Whyte, David Frith (The Rookfield Association), Frank Hilton (The Rookfield Association) and Mark Evison (Alexandra Park Manager). |
| APSC28. | DECLARATIONS OF INTEREST Councillor Jim Jenks declared a personal interest as he was a member of the Warner Estate Resident's Association. |

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

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| | <p>the proposals.</p> <p>Although a representative of the Garden Centre (who had been invited to be present at the meeting was not in attendance) the Committee heard from Mr Gill on these proposals. Certain members expressed concerns about the possible impact on the view of the Park and that the proposals did not provide details of the nature and extent of the proposed franchise, and whether this would be for traditional garden centre purposes .</p> <p>RESOLVED</p> <p>That the Garden Centre's proposals be recommended in principle to the Board, subject to the Board seeking assurances that the proposals would not interfere with the views of the Park and that the proposed franchisee would conduct traditional garden centre business activities.</p> <p><i>Clerks note: Councillors Beacham and Christophides returned to the meeting room at this point.</i></p> <p>Post meeting note: 3rd November 2010 – The Managing Director of Capital Gardens Ltd provided written assurance that:</p> <ul style="list-style-type: none"> • When it came to the final design proposals Capital Gardens Ltd would ask the architects to come up with a plan that would not interfere with any of the sight lines from the park. • The franchise or franchises will be of a traditional nature. At present the intention of Capital Gardens was to put an aquatic franchise in the proposed building. |
| <p>APSC32.</p> | <p>LITTLE DINOSAURS</p> <p>The Committee received the report which explained the background to the planning enforcement case in relation to the Little Dinosaurs facility and action taken by the Alexandra Palace and Park Trust officers.</p> <p>Andrew Gill, General Manager – Alexandra Palace and Park informed members that unless the proposals were radically different from the original planning permission granted to Little Dinosaurs there was no requirement for the proposals to be presented again to the Statutory Advisory Committee.</p> <p>A discussion followed in relation to paragraph 6.7 (page 30 of the agenda pack) and paragraph 8.1 (page 32 of the agenda pack) of the report. The Chair suggested that if members of the public were able to obtain redacted versions of leases then the Advisory Committee should also have access. Some Committee members commented that such information should only be requested if it was relevant to a decision or recommendations being made by the Advisory Committee.</p> <p>Whilst Committee members recognised that the report provided a clear account of what had transpired (and that the tenant had appeared to receive verbal consent) they expressed concern that the proper procedures had not been followed, and asked the Board to note their concerns.</p> |

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| | <p>The Committee heard from Councillor Bob Hare's comments that there were other options for storage within Alexandra Park which the tenant could have utilised.</p> <p>The Advisory Committee wished to ensure that they would be able to continue to monitor the outcome of the appeal and any future planning application by the Tenant to extend the outside area.</p> <p>RESOLVED</p> <ul style="list-style-type: none"> i. That the Alexandra Park Manager be requested to keep the Committee informed on the status of the planning inspectorate's decision in relation to Little Dinosaurs. ii. That the Committee's concern as to the extent of and area covered by the Little Dinosaurs building be noted by the Board. iii. That the Board should consider in principle whether in future it would agree to provide the Committee with copies of the (redacted) proposed lease on a case by case basis, if so requested/ required by the Committee. |
| <p>APSC33.</p> | <p>FORTHCOMING EVENTS</p> <p>The Committee received the Forthcoming Events report introduced by Rebecca Kane, Managing Director – APTL.</p> <p>The Committee noted the events and the update including that there would not be a fireworks display at Alexandra Palace this year and the bungee event had been cancelled; that there were 4 confirmed concerts and that the new ice-rink would open in January 2011.</p> <p>RESOLVED to note the report.</p> |
| <p>APSC34.</p> | <p>REPORTS TO THE ALEXANDRA PALACE AND PARK BOARD</p> <p>The Committee received the reports entitled Governance Update and Bespoke Code of Governance which had been considered by the Board at its meeting on 14th October 2010.</p> <p>In response to the Governance Update report and the appointment of Independent Advisors to the Board, a Committee Member asked if they would be paid a salary or only expenses. Committee Members expressed concern that that difficulties would be experienced in recruiting Independent Advisors if a salary was not to be paid and if they were held accountable.</p> <p>The General Manager informed that Committee that the Independent Advisors would not receive a salary but could claim reasonable expenses. It was hoped that the role would attract a high calibre of candidates with a passion for restoring the Palace and promoting the charity objectives.</p> <p>The Chair highlighted that there were sections of the Code of Conduct with which</p> |

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

The meeting ended at 20:40 hrs

David Liebeck

Chair

Signed by the Chair

Date

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

*Denotes attendance

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

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

Observer: David Liebeck (Ms Hutchison substituting)

Also present:

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

**MINUTE
NO.**

SUBJECT/DECISION

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

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

**MINUTES OF THE ALEXANDRA PALACE AND PARK BOARD
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projects on site. Mr Gill further reported that unrestricted income was £10.5k above budget and unrestricted expenditure was £77.6k below budget, giving a net adverse variance against a budget of £87k.

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

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

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

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

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

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

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(Ms Paley arrived at 19.39hrs).

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

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

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

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

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

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

Mr Gill advised that there may be some problem with attempting to identify further

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

The Chair then summarised and it was:

RESOLVED

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

APBO07. CAPITAL PROJECTS UPDATE

The Chair asked for a brief introduction of the report.

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

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

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

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

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

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

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

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

The Chair then summarised and it was:

RESOLVED

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

APBO08. GOVERNANCE UPDATE

The Chair asked for an introduction of the report.

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

Mr Gill advised that following the end of the Governance and Future Vision Project and the winding up of the Project Steering Group, the report detailed the

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tasks remaining at the handover by the Project Manager to the Interim General Manager. Mr Gill placed on record his thanks to Ms Kane – the Project Manager for the sterling work and effort that she had contributed as the project manager.

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

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

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

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

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

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

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

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

The Chair then summarised and it was:

RESOLVED

- i. That the progress in implementing a number of resolutions on Governance and Future Vision be noted.
- ii. that it be noted that the Project Steering Group for Governance and Future Vision had ceased its operation following the completion of its key objectives as previously reported to the Board; ,
- iii. that it be noted that the remaining key tasks associated with the Project Steering Group for Governance and Future Vision in developing the governance of the Trust had now been entrusted to the Interim General Manager Alexandra Palace;
- iv. That the approach to the recruitment of the Independent Advisors to the Board as detailed in section 6.7 of the report be endorsed; and
- v. That the draft job description for Independent Advisors appended to the report be circulated to the Board for further comment together with draft details of the strategy and vision in order for comments, views and guidance to be submitted the Interim General Manager prior to consideration on 30 November 2010.

APBO09. BESPOKE CODE OF GOVERNANCE - PART 1

The Chair asked for a brief introduction of the report.

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

Mr Gill further advised that the report identified those areas where the Trust would be able to comply (assuming the implementation of the Trustee Handbook) with the Code and those few areas where it may not comply. In order to comply

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with the Code a number of new policies and procedures would require adoption, and subject to the Board's approval of the approach to the Trustee Handbook the Implementation Plan would be submitted to the Board at its meeting on 30 November 2010.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

The Chair summarised and it was:

RESOLVED

- i. That approval be given to the proposed exemptions from the NCVO Code of Governance as listed at section 6.9 of the report;
- ii. that approval be given to the proposed approach to the integration of the NCVO code with the existing governing documents of APPCT and ancillary documents as listed in the report and that the suite of documents shall collectively be known as the Trustee Handbook;
- iii. That approval be given in principle to the adoption of a Code of Conduct for Trustees and the provision of such guidance as appropriate on the content of such a code.
- iv. That approval be given to the creation of a Sub-Committee of the Alexandra Palace and Park Board to enable compliance with the Code of Good Governance as outlined in section 6.10 of the report, with the terms of reference to be drawn up centring on Audit, Finance and Human Resources issues, and that the matter be further reported to the Board for consideration; and
- v. That the Interim General Manager Alexandra Palace be instructed to progress the development and further drafting of the documents as necessary to present the Trustee Handbook to a future meeting of the Board for consideration.

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| APBO10. | <p>FINAL CONSOLIDATED STATUTORY ACCOUNTS FOR THE YEAR ENDING 31 MARCH 2010</p> <p>The Chair MOVED that Standing Orders be suspended in order to allow Ms Barrett and Mr Titmus from Deloitte LLP to address the Board.</p> <p>The MOTION was carried nemine contradicente.</p> <p>The Chair asked for an introduction of the report.</p> <p>The Interim General Manager Alexandra Palace – Mr Gill (in the absence of the Head of Finance – Alexandra Palace), advised the Board that the audit of the Trust and its wholly owned trading subsidiary for the financial year to 31st March 2010 was now complete and an unqualified audit opinion had been given. The Report and Accounts were attached as Appendix 1 to the report, and prior to the signing of the accounts, the Board was asked to consider and approve the letter of representations to the auditors in relation to the accounts for the year ended 31st March 2010. This was included as Appendix 2 to this report.</p> <p>Mr Gill also advised that when approving the Report and Accounts, the Board were formally required to consider whether the Trust was able to continue as a going concern for at least twelve months from the date of signing the accounts. Mr Gill also advised of the report produced by Deloitte on their findings relating to the audit of the accounts of the Trust and Trading Company and this was attached as Appendix 4 of the report.</p> <p>Mr Gill concluded that the Board was also asked to formally re-appoint Deloitte as auditors to the Trust for the financial year ended 31st March 2011.</p> <p>The Chair welcomed Ms Barrett and Mr Titmus from Deloitte LLP to the meeting and asked them to give a brief outline of their report and findings.</p> <p>Ms Barrett advised the Board that the audit had been completed and that there were no significant matters to report. The process of carrying out the audit had been extremely smooth and straightforward and it was the 2nd annual report she had led on in the past 3 years of auditing the accounts of the trading company. Ms Barrett thanked Mr Gill and officers of the Trust for assisting in the process.</p> <p>Ms Barrett commented that in terms of key risks there were no significant areas of concern and in regard to legal matters there were no changes. It was the auditor's view that the organisation was a going concern, on the basis of the financial support provided by the LB Haringey (which it was legally obliged to provide). Ms Barrett advised that in terms of the consolidation of Alexandra Palace Trading Limited (APTL) this was a justified area of liability with external factors affecting assumptions. In terms of employees of APTL there was an income revenue equivalent and as before the audit had been a straightforward process.</p> |

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

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

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

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

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

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

The Chair then summarised and it was:-

RESOLVED

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

At this stage in the proceedings Standing Orders were reinstated.

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

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

COUNCILLOR PAT EGAN

Chair

**MINUTES OF THE ALEXANDRA PALACE AND PARK BOARD
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*Denotes attendance

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

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

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

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| 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. |

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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.

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| 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.

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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.

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.

RESOLVED

- 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. GOVERNANCE UPDATE

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.

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.

RESOLVED that the progress to date in implementing a number of the Board's previous resolutions on Governance and Future Vision be noted.

APBO25. CAPITAL PROJECTS UPDATE

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.

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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. |
| <p>APBO26.</p> | <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> |
| <p>APBO27.</p> | <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> |

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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.

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.

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.

Action: Interim General Manager

RESOLVED

- 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.

APBO28. 'ALEXANDRA PALACE, THE PEOPLE'S PALACE' : A NEW IDENTITY

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.

Trustees made positive comments on the report and the proposed sample literature including that it was professional and consistent. The Chair expressed some reservations.

In response to the Chair’s concerns about the cost of rolling out the new brand

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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.

ACTION: MANAGING DIRECTOR - APTL

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.

RESOLVED

- 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. MINUTES

a) 14th October 2010

AGREED the minutes of the Alexandra Palace and Park Board held on 14 October 2010 be agreed as an accurate record of the proceedings.

b) 6th September 2010

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.

c) Consultative Committee - 16 November 2010

AGREED the **tabled** minutes of the Alexandra Palace and Park Consultative Committee held on 16th November 2010 be noted.

d) Advisory Committee - 2 November 2010

AGREED the minutes and noted the recommendations of the Alexandra Park and Palace Advisory Committee held on 2nd November 2010 be noted.

**MINUTES OF THE ALEXANDRA PALACE AND PARK BOARD
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| APBO30. | <p>ANY OTHER UNRESTRICTED BUSINESS THE CHAIR CONSIDERS TO BE URGENT 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 style="text-align: center;">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 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 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 CONSULTATIVE COMMITTEE - TUESDAY, 16 NOVEMBER 2010

Nominated Members:

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| Alexandra Palace Amateur Ice Skating Club | Mr M. Tarpey |
| Alexandra Palace Allotments Association | Mr C. Mahoney |
| Alexandra Palace Angling Association | Mr K. Pestell |
| Alexandra Palace Organ Appeal | *Mr R. Tucker |
| Alexandra Palace Television Group | Mr J. Thompson |
| Alexandra Residents' Association | Ms C. Hayter |
| Alexandra Palace Garden Centre | Mr S. Hopking |
| Alexandra Park and Palace Conservation Area Advisory Committee | *Mr C. Marr |
| Bounds Green and District Residents' Association | Mr K. Ranson |
| CUFOS | *Mr J. Smith |
| Friends of Alexandra Park | *Mr G. Hutchinson |
| Friends of the Alexandra Palace Theatre | *Mr C. Richell |
| Hornsey Historical Society | *Mr J. O'Callaghan |
| Muswell Hill and Fortis Green Association | *Mr D. Heathcote |
| Muswell Hill Metro Group | *Mr J. Boshier |
| New River Action Group | *Miss R. Macdonald |
| Palace View Residents' Association | *Ms V. Paley |
| The Grove Café | Mrs C. Amoruso |
| Vitrine Ltd - The Lakeside Café | Mr A. Yener |
| Warner Estate Residents' Association | *Prof. R. Hudson |

Appointed Members:

*Councillor P. Egan (Chair)
*Councillor B. Hare
Councillor S. Peacock
*Councillor N. Scott
Councillor J. Stewart
*Councillor A. Strickland (Vice Chair)
Councillor N. Williams

*Members present.

Apologies Councillors Peacock and Williams

Also In Attendance:

Park Manager, Alexandra Palace
Interim Facilities Management Consultant
Managing Director, Alexandra Park Trading Company (APTL)
Committee Clerk
3 members of the press & public

**MINUTES OF THE ALEXANDRA PALACE AND PARK CONSULTATIVE COMMITTEE.
TUESDAY, 16 NOVEMBER 2010**

| MINUTE NO. | SUBJECT/DECISION | ACTION BY |
|-------------------|--|------------------|
| APCC28. | APOLOGIES FOR ABSENCE | |
| | <p>Apologies for absence were received from Councillors Peacock, Stewart and Williams, Andrew Gill (Interim General Manager – Alexandra Palace, Mike Tarpey (Alexandra Palace Amateur Ice Skating Club), Denise Feeney (Muswell Hill and Fortis Green Association), Ciro Amoroso (The Grove Café), John Apperley (Alexandra Palace Organ Appeal), John Thompson and Nigel Willmott (Friends of the Alexandra Palace Theatre)</p> <p>An apology for lateness were received from Val Paley.</p> | |
| APCC29. | MEMBERSHIP | |
| | <p>RESOLVED to note the membership of the following Alexandra Palace and Park leaseholders to the Consultative Committee:</p> <ul style="list-style-type: none"> i. CUFOS ii. The Grove Café iii. Vitrine Ltd - The Lakeside Café | |
| APCC30. | WELCOME AND INTRODUCTIONS | |
| | Committee Members were welcomed. | |
| APCC31. | DECLARATIONS OF INTEREST | |
| | Councillor Bob Hare declared a personal interest in item 7(i) – Presentations by Interested Groups as he was a member of the New River Action Group. | |
| APCC32. | MINUTES | |
| | <p>i) <u>Consultative Committee – 14th September 2010</u></p> <p>Following a discussion the Committee voted (10 for, 3 against and 1 abstention) and agreed that the following wording be added to minute APCC25 – Matters Raised by Interested Groups - the discussion on UNESCO World Heritage Site recognition (pages 7 and 8 of the agenda pack):</p> <p>“RESOLVED that, whilst there were differences in views on this item, the Board should consider the item after it had been to the Statutory Advisory Committee.”</p> <p>RESOLVED that the minutes of the Alexandra Palace and Park Consultative Committee held on 14th September 2010 be approved subject to the amendment agreed above.</p> | |

**MINUTES OF THE ALEXANDRA PALACE AND PARK CONSULTATIVE COMMITTEE.
TUESDAY, 16 NOVEMBER 2010**

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| | <p>ii) <u>Statutory Advisory Committee – 7th September 2010</u></p> <p>RESOLVED that the minutes of the Alexandra Park and Palace Statutory Advisory Committee held on 7th September be noted.</p> <p>iii) <u>Alexandra Palace and Park Board – 6th September</u></p> <p>RESOLVED that the minutes of the Alexandra Palace and Park Board held on 6th September be noted.</p> <p>The minutes of the Alexandra Palace and Park Board meeting held on 14th October 2010 would be presented at the next meeting of the Consultative Committee.</p> |
| <p>APCC33.</p> | <p>FORTHCOMING EVENTS</p> <p>The Committee received the Forthcoming Events report introduced by Rebecca Kane, Managing Director, Alexandra Palace Trading Limited (APTL).</p> <p>In response to questions it was noted that APTL staff were working hard to bring more events into the Palace including contacting a wide range of exhibition organisers (e.g. CAMRA Beer Festival) which had previously been hosted at the Palace.</p> <p>It was noted that an event would be held to celebrate the opening of the Ice Rink in January 2011 and Mr O' Callaghan agreed to liaise directly with the Managing Director – APTL, about a carol singing group that could perform for free at the Palace this Christmas.</p> <p>RESOLVED to note the report.</p> |
| <p>APCC34.</p> | <p>ALEXANDRA PALACE AND PARK BOARD</p> <p><u>Feedback from the Alexandra Park and Palace Board</u></p> <p><u>Park Byelaws Review</u></p> <p>Val Paley (Palace View Residents Association) drew the Committee's attention to APBO44 - minutes of the Alexandra Park and Palace Board meeting held on 6th September 2010 (page 33 of the agenda pack) and highlighted that members would be given the opportunity to feed into the byelaws review.</p> <p><u>Regeneration Working Group</u></p> <p>Mr O'Callaghan referred to the membership of the Regeneration Working Group (Minute APBO43, page 31 of the agenda pack) and was informed by the Chair that the Working Group was an arms length committee that would report to the Board of Trustees and the Trustees would make any decisions.</p> <p>Two members expressed concerns that the Consultative Committee was not consulted on the terms of reference of the Regeneration Working Group.</p> <p>The Managing Director – APTL explained that the newly formed Working Group was working up the process of how to fund and put together a master-plan, for</p> |

**MINUTES OF THE ALEXANDRA PALACE AND PARK CONSULTATIVE COMMITTEE.
TUESDAY, 16 NOVEMBER 2010**

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| | <p>recommendation to the Board of Trustees, plus a communications plan, which would enable consultation with stakeholders in 2011.</p> <p>The terms of reference state: “The role of the Working Group will be in a non-decision making capacity and will report its findings and recommendations to the Alexandra Palace and Park Board (APPB) for its consideration. The Working Group will oversee and give direction to the design, formulation and adoption of a sustainable regeneration strategy for Alexandra Park & Palace, and will include the delivery of a strategic master plan which will provide an integrated framework for future commercial and development delivery. The Working Group will report any findings or seek endorsement of the APPB via the Interim General Manager Alexandra Palace”</p> <p>Members of the Regeneration Working Group were (with the option to recruit experts as required):</p> <p>Niall Bolger (LB Haringey Director of Urban Environment) Julie Parker (LB Haringey Director of Corporate Resources) Mark Hopson (LB Haringey Regeneration Manager) Andrew Gill (Alexandra Palace Charitable Trust – Interim General Manager) Rebecca Kane (Managing Director – APTL) Kumar Muthalagappan (Non-Executive Director APTL) Rick Wills (Non-Executive Director – APTL)</p> |
| <p>APCC35.</p> | <p>PRESENTATIONS BY INTERESTED GROUPS</p> <p>i. <u>New River Action Group (NRAG)</u></p> <p>The Committee received the presentation by Rachael MacDonald on the New River Action Group, which had lobbied successfully to stop the New River from closing 25 years ago. Further to questions from Committee Members a discussion took place and the following was noted:</p> <p>The New River was self regulating; whilst there were pumping stations all along the 25 mile flowing river to extract water, water was also pumped back in, in a complete circle, as well as the river collecting rain water.</p> <p>Thames Water allowed members of the public to walk along the New River although it was not a public right of way and was sometimes closed. Local authorities through which the river runs were responsible for the maintenance of those sections of the river.</p> <p>ii. <u>Hornsey Historical Society (HHS)</u></p> <p>The Committee received the presentation by Jacob Callaghan on the Hornsey Historical Society, a registered charity to research and celebrate local history.</p> <p>Further to questions it was noted that the Hornsey Historical Society took part in the recent Open House and other such events to ensure historical material was available for consultations.</p> |

**MINUTES OF THE ALEXANDRA PALACE AND PARK CONSULTATIVE COMMITTEE.
TUESDAY, 16 NOVEMBER 2010**

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| | <p>The Park Manager reported that he had joined the Hornsey Historical Society on behalf of the Alexandra Park and Palace Trust and he intended to work with the Society in order to maintain Alexandra Park's Green Heritage Award.</p> <p>RESOLVED to note the presentations.</p> |
| <p>APCC36.</p> | <p>GENERAL REPORT ON PALACE BUILDING</p> <p>The Committee received the progress report on the external fabric condition of Alexandra Palace presented by John Barnett, Interim Facilities Management Consultant. A discussion took place and the following was noted:</p> <p>The 2005 detailed report by King Sturge LLP addressed all required repair works at a cost of £30 million whereas the progress report addressed only urgent external works at a cost of £756k and would not bring the Palace into first class condition.</p> <p>Priority for works would be given to health and safety, security and fire risks and to arresting and protecting the condition of the fabric of the building. The South Elevation adjacent to the Panorama Room was an area of particular concern and urgent repairs were underway.</p> <p>Temporary membrane had been installed on the roof at the back of the Theatre (Page 49 of the agenda pack) as a short term measure to prevent further weather damage. The Asset Management Plan specifically included roof works.</p> <p>Paragraph 7.1 of the report stated that the £500k capital grant for 2011/12 had been agreed in principle. This meant that the Palace was required to go through the Capital Planning process and submit a further bid to the Council for the funds.</p> <p>A Committee Member stated that a fundraising campaign or lottery funding was required.</p> <p>The Committee welcomed the report and that it had been shared with the Committee. It was noted that it helped interested group representatives to understand the position with regard to the Alexandra Palace building and they were now able to communicate the information to their relevant group members.</p> <p>RESOLVED that the report be noted.</p> |
| <p>APCC37.</p> | <p>MATTERS RAISED BY INTERESTED GROUPS</p> <p>There were no such items.</p> |
| <p>APCC38.</p> | <p>ANY OTHER BUSINESS</p> <p><u>Governance - Consultative Committee Working Group</u></p> <p>The Chair suggested that a Working Group be established to review the work of the Consultative Committee. The Working Group would inform the Committee in its discussions about whether a joint committee should be established to see how</p> |

**MINUTES OF THE ALEXANDRA PALACE AND PARK CONSULTATIVE COMMITTEE.
TUESDAY, 16 NOVEMBER 2010**

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| | <p>the Advisory Committee and the Consultative Committee could work together in the future to streamline work and officer time.</p> <p>RESOLVED that Gordon Hutchinson, Colin Marr, Jacob O’Callaghan, Colin Richell and Nigel Willmott sit on the Alexandra Palace and Park Consultative Committee Working Group to review the work of the Committee and consider whether it can be amalgamated with the Alexandra Park and Palace Advisory Committee.</p> <p><u>Bespoke Code of Governance</u> A Member of the Committee expressed disappointment that the Bespoke Code of Governance report presented to the Statutory Advisory Committee on 2nd November had not been presented to the Consultative Committee. The Chair asked the Clerk to circulate the link to the Council’s website where this document can be found.</p> <p><u>Schools Use of Park</u> In response to a question from a Member of the Committee about the cricket ground being used by the new school, Mark Evison, Alexandra Park Manager, explained that he had not received any recent update on this proposal from the Alexandra Park Club, the leaseholder of the cricket ground, or the school’s representatives. He explained that the income from hiring the parts of Newlands fields (whether to the school or not) would be welcomed, and indeed the area was used previously as football pitches</p> <p>The Park Manager would provide updated information about the school’s use of the cricket ground, if any information was forthcoming.</p> |
| <p>APCC39.</p> | <p>DATE OF FUTURE MEETINGS</p> <p>The future dates were noted: Tuesday 8thFebruary 2011 and Tuesday 12th April 2011.</p> <p>The meeting ended at 21:15 hours.</p> |

COUNCILLOR PAT EGAN

Chair

Agenda item:

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| Alexandra Park & Palace Advisory Committee | on 25th January 2011 |
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| Report Title: Park Activities Update |
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| Report of: Mark Evison, Park Manager |
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| 1. Purpose |
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| 1.1 To inform and update the committee of the recent activities in the park. |
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| 2. Recommendations |
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| 2.1 That the Committee notes the content of this report. |
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| Report Authorised by: Andrew Gill, Interim General Manager  |
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| Contact Officer: Mark Evison, Park Manager, Alexandra Palace & Park, Alexandra Palace Way, Wood Green N22 7AY Tel No. 020 8365 2121 |
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| 3. Executive Summary |
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| 3.1 The update includes information regarding tree work, the activities of the Friends of the Park, car park data collection and park tenants. |
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| 4. Reasons for any change in policy or for new policy development (if applicable) |
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| 4.1 N/A |
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| 5. Local Government (Access to Information) Act 1985 |
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| 5.1 N/A |
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6. General Matters

- 6.1 Tree Safety works were carried out around the park before Christmas. The park has been divided into three zones and these have been prioritised for inspection. 2011 is the third year, so by the summer all of the trees in the park will have been inspected for defects. Any required felling or pruning works will be carried out in stages according to recommended timetables.
- 6.2 The Friends of Alexandra Park have arranged a calendar of themed events throughout the year. These include walks to look at the parks birds, bats and notable trees. Volunteers from the Friends Group also open the park information centre in the Grove on a monthly basis.

7. Car Park Charging – Data Collection

- 7.1 Following the Board's consideration of alternative methods of generating income the Interim General Manager was asked to report back with a feasibility study regarding Car Park Charging.
- 7.2 In order to determine the vehicle numbers using the car parks, traffic counters were installed at nine locations on 26 November 2010 and will remain in place until early February 2011. They will collect data for a number of the key event-types during that period, for example:
- Music Concert and darts
 - 'non event' weekend
 - Large public exhibitions and trade shows
 - Private balls and banquets
- 7.3 The period of operation will also show the difference between the traffic before and after the ice rink is reopened. Staff cars, deliveries, operational vehicles have been monitored in order to remove non-chargeable traffic. It is hoped that a preliminary view of the data will be available to the Board for the meeting in February 2011.

8. Park Tenants

- 8.1 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 been extended to six months.
- 8.2 The tenant is intending to remove the paving slabs in early 2011. He will use the remainder of the six month period to consult with the planning department, and other stakeholders, in order to find a solution to the building's storage issues.
- 8.3 If a new planning application is required for alternative storage provision and any proposals will be presented to the Advisory and Consultative Committees.
- 8.4 The Park Tenants met as a group with Trust 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.

- 8.5 The 345 Preschool has started the redevelopment of the Islands building in the Grove. This work is expected to take up to three months.

9. Recommendations

- 9.1 That the committee notes the content of this report.

10. Legal Implications

- 10.1 The Trust's solicitor has been sent a copy of this report.
- 10.2 LBH Head of Legal Services has no specific comments.

11. Financial Implications

- 11.1 The LBH CFO has been sent a copy of this report.
- 11.2 The car park data collection will assist the Board when considering whether to pursue additional income from a car park charging scheme in the future.

12. Use of Appendices/Tables/Photographs

N/A

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Agenda item: No.

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|---|---------------------------|
| Alexandra Park and Palace Statutory Advisory Committee | On 25 January 2011 |
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| Report Title: Forthcoming Events |
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| Report of: Rebecca Kane, Managing Director, Alexandra Palace Trading Limited |
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| 1. Purpose |
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| 1.1 To advise the SAC of the forthcoming events to March 2011. |
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| 2. Recommendations |
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| 2.1 That the Committee notes the report. |
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| Report Authorised by: Rebecca Kane  Date 14 January 2011..... |
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| Contact Officer: Rebecca Kane, Managing Director APTL 0208 365 2121 |
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| 3. Executive Summary |
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| 3.1 N/A |
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| 4. Reasons for any change in policy or for new policy development (if applicable) |
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| 4.1 N/A |
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| 5. Local Government (Access to Information) Act 1985 |
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| 5.1 Further information about this report can be obtained from Rebecca Kane, Managing Director, Alexandra Palace Trading Limited, Alexandra Palace Way, Wood Green, London N22 7AY. Telephone number 020 8365 2121. |
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6. Description

6.1 Confirmed public events and first provisional options up to 31 March 2011.

| EVENT | DATE | AREA |
|--|------------------|---|
| The International Make Up Trade Show | 29 & 30 Jan | West Hall, Panorama, Londesborough Room, Palace Suite |
| Farmers Market | 30 Jan | Paddock Car Park |
| <i>Antiques, Collectors, 20th Century & Art Deco Fair</i> | <i>6 Feb</i> | <i>Great and West Hall, Panorama room</i> |
| Prospects Transitions Event | 10 Feb | Panorama & Londesborough Room |
| Farmers Market | 13 Feb | Paddock Car Park |
| Farmers Market | 20 Feb | Paddock Car Park |
| The London International Custom Bike Show | <i>26-27 Feb</i> | <i>West Hall, West Corridor, Panorama Room and Palace Suite</i> |
| RYA Volvo Dinghy Show | 5 & 6 Mar | Great and West Hall, Panorama room |
| Get Woodworking Live 2011 | 11 & 12 Mar | Great Hall |
| Farmers Market | 13 Mar | Paddock Car Park |
| London Festival of Railway Modelling | 25-27 Mar | Great/ West Hall, Panorama, Palace Suite |

Note: 1st Option Provisional Bookings are typed in Italic

7. Summary and Conclusions

7.1 N/A

8. Recommendations

8.1 The SAC notes the report.

9. Legal and Financial Comments

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

10. Equalities Implications

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

Alexandra Park & Palace Advisory Committee

on 25th January 2011

Report Title: **Governance and Future Vision Update**

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

1. Purpose

1.1 To inform and update the committee of the recent developments in the governance and strategy of the Board.

2. Recommendations

2.1 That the Committee notes the content of this report.

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



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

3. Executive Summary

- 3.1 This is a brief covering report that has appended to it two Governance Update reports to the Board meetings of 30 November 2010 and 21 December 2010.
- 3.2 At the time of writing there are a number of actions arising from the Board's resolutions on the above reports which are in hand or complete.
- 3.3 The Interim General Manager will update the Committee on progress on these matters at the meeting.

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 Report to Alexandra Park & Palace Board 30 November 2010 – Agenda Item 7 Governance Update
- 5.2 Report to Alexandra Park & Palace Board 21 December 2010 – Agenda Item 5 Governance Update

6. Report

- 6.1 This is a brief covering report that has appended to it two Governance Update reports to the Board meetings of 30 November 2010 and 21 December 2100.
- 6.2 At the time of writing there are a number of actions arising from the Board's resolutions on the above reports which are in hand or complete.
- 6.3 The Interim General Manager will update the Committee on progress on these matters at the meeting.

7. Recommendations

- 7.1 That the committee notes the content of this report.

8. Legal Implications


- 8.1 The Trust's Solicitor's advice was taken into account in the preparation of the two reports appended.
- 8.2 The LBH Head of Legal Services was invited to comment on the two reports appended and had no specific comments.

9. Financial Implications

- 9.1 The LBH Chief Financial Officer noted the two reports appended

10. Use of Appendices/Tables/Photographs

- 10.1 Report to Alexandra Park & Palace Board 30 November 2010 – Agenda Item 7 Governance Update.
- 10.2 Report to Alexandra Park & Palace Board 21 December 2010 – Agenda Item 5 Governance Update.

| Alexandra Palace & Park Board | on 30th November 2010 |
|--|---|
| Report Title: Governance Update | |
| Report of: Andrew Gill, Interim General Manager, Alexandra Palace & Park Charitable Trust | |
| <p>1. Purpose</p> <p>1.1 To report back on progress, following the resolutions of the Board on 6 September 2010 and 14 October 2010 in the following areas:</p> <ul style="list-style-type: none"> a) Recruitment of Independent Advisors to the Board b) Master planning (the Alexandra Park & Palace Regeneration Working Group) c) Structural changes to streamline processes and systems - the review of the APP Statutory Advisory Committee (APPAC) and Consultative Committee (APPCC), | |
| <p>2. Recommendations</p> <p>2.1 That the Board notes the progress to date in implementing a number of its previous resolutions on Governance and Future Vision outlined in this report.</p> | |
| <p>Report Authorised by: Andrew Gill, Interim General Manager </p> | |
| <p>Contact Officer: Andrew Gill, Interim General Manager, Alexandra Palace & Park, Alexandra Palace Way, Wood Green N22 7AY Tel No. 020 8365 4340.</p> | |
| <p>3. Executive Summary</p> <p>3.1 This report updates the Board on progress in implementing a number of its previous resolutions on Governance and Future Vision.</p> <p>3.2 Work is progressing on the recruitment of Independent Advisors to the Board.</p> <p>3.3 The work of the APPRWG has commenced and is the subject of separate report to this Board meeting.</p> <p>3.4 There has been limited progress towards a combined and more effective stakeholder forum;</p> <p>3.4.1 The APPAC Working Group met on 8 November 2010 and it has arranged to meet again with a view to formalise recommendations for the next APPAC meeting on 25 January 2011.</p> <p>3.4.2 The APPCC has resolved to create a Working Party comprised of four members of the Committee and that the Working party should meet as soon as possible.</p> <p>3.5 The development of the NCVO Code of Good Governance into a bespoke Code of Governance in the form of a Trustee Handbook is progressing. On 24 October 2010 the NCVO issued a revised and simplified Code for consultation and this will be the subject of a further report to the Board at its meeting on 21 December 2010.</p> | |

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

6. Description

- 6.1 At its meeting on 6 September 2010 the Board resolved to adopt an 'interim' model for structural change, including the appointment of Independent Advisors to the Board and a review of the Alexandra Park and Palace Advisory Committee and Alexandra Palace and Park Consultative Committee as the most appropriate phased approach towards the longer term aspiration of legal/financial independence.
- 6.2 At its meeting on 14 October 2010 the Board received an update on the remaining key tasks associated with developing the Governance of the Trust. Since that date there has been progress on the tasks outlined below.
- 6.3 **The Appointment of Independent Advisors to the Board.** The Board has previously discussed the terms of engagement, job description and recruitment process for the Independent Advisors and provided a steer to the IGM on these aspects of this task.
 - 6.3.1 The Board has been asked whether it wishes to specify skills, experience or qualifications for inclusion in a Candidate Specification for the role of Independent Advisor and it asked the IGM to circulate a revised Job Description containing a Candidate Specification for comment. This has been done and comments are awaited.
 - 6.3.2 The IGM is currently researching the options for the advertising and recruitment of the role with a view to the Trust gaining maximum value from the process.
 - 6.3.3 The skills and experience that the Board wishes to add in the form of Independent Advisors may be specific to particular professional or sector bodies and there may be some merit in approaching those organisations directly at the level of Chair/Chief Executive to enquire whether suitable individuals are known to them.
 - 6.3.4 The Board has previously noted that it would further consider these issues at a future Board meeting and following this, the agreement of the Full Council of LB Haringey would be required prior to the appointment of Independent Advisors, as this was a variation to the Membership of the Board – albeit the Independent Members would only be appointed in a non voting advisory capacity.
 - 6.3.5 The Board has been advised of the need to ensure that the matter was discussed through the political groups of the LB Haringey prior to submission at Full Council.
 - 6.3.6 Arrangements have been made for officers to brief the Liberal Democrat Group on the revised governance of AP&P at its meeting on 5 January 2011.
- 6.4 **Master planning (the Alexandra Park & Palace Regeneration Working Group).**
 - 6.4.1 Progress of the APPRWG and its recommended Vision for AP&P is the subject of a separate report to this Board meeting.
- 6.5 **Structural changes to streamline processes and systems.**
 - 6.5.1 It is recognised that whilst the APP Statutory Advisory Committee (APPAC) is constituted in an Act of Parliament, there could be means of enhancing its current remit/membership. Both Committees were requested by their Chairs to consider holding an inaugural joint meeting at which both groups need to agree a process for 'holding a mirror to themselves',

as the Trustees have done, and identify actions to streamline their processes and improve effectiveness; including consideration of the necessity of having two separate groups.

- 6.5.2 Progress towards a combined and more effective stakeholder forum has commenced. The APP Statutory Advisory Committee (APPAC) and Consultative Committee (APPCC) have both held meetings since 14 October 2010.
- 6.5.3 The APPAC at its meeting on 7 September 2010 resolved to create a Working Group comprising four members of the Committee to explore the proposals and to consider how the Committee might operate more effectively. The Working Group met on 8 November 2010 and it has arranged to meet again with a view to formalise recommendations for the next APPAC meeting on 25 January 2011.
- 6.5.4 The APPCC at its meeting on 16 November resolved to create a Working Party comprised of four members of the Committee and that the Working party should meet as soon as possible.
- 6.5.5 Officers continue to support both Committees in this matter and will advise the Chair of the Board on the legal and constitutional aspects of the Committee's deliberations. Further reports on the matter will be provided to future meetings of the Board.

6.6 Bespoke Code of Governance for The Trust

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

7 Consultation

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

8 Recommendations

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

9 Legal Implications

- 9.1 The Trust's Solicitor was invited to comments on the report and had no specific comments.
- 9.2 The LBH Head of Legal Services was invited to comment on this report and had no specific comments.

10 Financial Implications

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

11 Use of Appendices/Tables/Photographs

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

APPENDIX 1

Alexandra Palace & Park Charitable Trust (APPCT)

DRAFT JOB DESCRIPTION (v3)

Post: Independent Advisor to the Board

Responsible to: The Board of APPCT

Introduction (Letter from the Chair)

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

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

Yours faithfully etc.

Working Context

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

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

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

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

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

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

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

The Role of the Trustees

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

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

The Role of the Independent Advisors

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

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

Commitment

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

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

Key Responsibilities

- 1 To provide specific advice to the Board on your area/s of expertise and professional experience.
- 2 To act as an Ambassador for APPCT
 - that the criteria for expertise could fall into 3 main categories – fund raising, heritage, hospitality
 - that the Independent Advisors would not receive any monetary stipend for the role but would be able to claim reasonable expenses
 - that the Independent Advisors would be seen in an ambassadorial role with a whole range of abilities and that their function be a meaningful one
- 3 To assist other Board members to hold APPCT 'in trust' for donors and current and future beneficiaries by;
 - Ensuring that the Trust has a clear vision, mission and strategic direction, and is focused on achieving these
 - Being responsible for the performance of the Trust and for its 'corporate' behaviour
 - Ensuring that the Trust complies with all legal and regulatory requirements
 - Acting as guardians of the Trust's assets, both tangible and intangible, taking all due care over their security, deployment and proper application
 - Ensuring that the Trust's governance is of the highest possible standard
 - To work in partnership with other Board members, the Chief Officer and other senior staff

Duties

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

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

Tasks

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

5. To attend events as an ambassador for Trust, to network and promote the work of the organisation
6. To assist with fundraising by speaking, networking and otherwise seeking donations in conjunction with staff and volunteers as appropriate

Self Development

To develop own skills and capabilities through appropriate continuing professional development, including participation in Board appraisals and review of strategic plans.

Adherence to Legislation and Policy

1. To ensure that all responsibilities are carried out under relevant health and safety legislation and Trust Policy.
2. To comply with the Trust's Governing Documents, including its Code of Governance and its various policies and procedures relating to the Trust's activities.

Equalities

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

Candidate Specification

Experience

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

Skills

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

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

Terms of Engagement

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

Key Working Relationships

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

Further details are available from;

Councillor Pat Egan

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


Email Patrick.Egan@haringey.gov.uk

Andrew Gill

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

Email andrew.gill@appct.org

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| Alexandra Palace & Park Board | on 21st December 2010 |
|--|---|
| Report Title: Governance Update | |
| Report of: Andrew Gill, Interim General Manager, Alexandra Palace & Park Charitable Trust | |
| <p>1. Purpose</p> <p>1.1 To report back on progress, following previous resolutions of the Board in the following areas:</p> <ul style="list-style-type: none"> a) Recruitment of Independent Advisors to the Board b) Master planning (the Alexandra Park & Palace Regeneration Working Group) c) Structural changes to streamline processes and systems - the review of the APP Statutory Advisory Committee (APPAC) and Consultative Committee (APPCC). <p>1.2 To outline the 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 in Governance pertaining to (a) and (b) above.</p> | |
| <p>2. Recommendations</p> <p>2.1 That the Board notes the progress to date in implementing a number of its previous resolutions on Governance and Future Vision outlined in this report.</p> <p>2.2 That the Board notes the outline timescale in section 6.7.1 of this report.</p> | |
| Report Authorised by: Andrew Gill, Interim General Manager  | |
| Contact Officer: Andrew Gill, Interim General Manager, Alexandra Palace & Park, Alexandra Palace Way, Wood Green N22 7AY Tel No. 020 8365 4340. | |
| <p>3. Executive Summary</p> <p>3.1 This report updates the Board on progress in implementing a number of its previous resolutions on Governance and Future Vision.</p> <p>3.2 Work is progressing on the recruitment of Independent Advisors to the Board.</p> <p>3.3 The work of the APPRWG is ongoing and it has invited tenders for an Options Appraisal Feasibility Study for Alexandra Park and Palace.</p> <p>3.4 There has been some progress towards a combined and more effective stakeholder forum in that the APPCC Working Party has met and it is believed at the time of writing to be finalising its recommendations.</p> <p>3.5 The development of the NCVO Code of Good Governance into a bespoke Code of Governance in the form of a Trustee Handbook is progressing and is the subject of a separate report to this Board meeting.</p> | |

3.6 This report includes 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.

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

4.1 Resolutions made by the Board on 29 June 2010, 6 September 2010, 14 October 2010 and 30 November 2010.

5. Local Government (Access to Information) Act 1985

5.1 N/A

6. Description

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

6.2 At its meeting on 20 November 2010 the Board received an update on the remaining key tasks associated with developing the Governance of the Trust. Since that date there has been limited progress on the tasks outlined below.

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

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

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

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

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

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

6.3.6 Arrangements have been made to brief both the Labour and Liberal Democrat Groups in early January 2011.

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

6.4.1 Following the adoption by the Board of its recommended Vision for AP&P, the APPRWG is in the process of seeking tenders for an Options Appraisal Feasibility Study for Alexandra Park and Palace.

6.4.2 The options appraisal and feasibility brief recognises and works within the purpose ascribed to the Board and within the spirit of the vision whilst also outlining viable and credible usage/content options that address the following:

- customer demand
- brand alignment and recognition
- sustainable commercial viability
- heritage and iconic building and park status

6.4.3 Any options developed must remain within the physical constraints of the site, the various Acts of Parliament that determine its use and, any relevant planning policies that apply to the overall site. The various options must demonstrate a synergy that will allow the multiple uses of the demise to 'feed off' each other from a customer appeal and commercial point of view.

6.4.4 A number of studies have previously been undertaken on the site and will be made available to inform the project - this includes a recent assessment by The Princes Regeneration Trust of previously developed models.

6.4.5 The final report will provide a set of clear options for the various demise areas that demonstrate a mix and scale of robust and feasible uses for the site that conform to the above criteria.

6.4.6 Work is continuing on stakeholder mapping and the development of a Communications Strategy for the APPRWG and the next meeting of the group is scheduled for 4 January 2011.

6.4.7 The Board will receive further reports on the work of the APPRWG at future meetings.

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

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

6.5.2 The APPCC at its meeting on 16 November resolved to create a Working Party comprised of four members of the Committee and the Working Party met on 29 November 2010. It is believed that at the time of writing it is finalising its recommendations prior to a proposed meeting with the APPAC Working Group.

6.5.3 The Trust's officers have not been directly involved in the above process although the Chair and the IGM have been informed of progress. Further reports on the matter will be provided to future meetings of the Board.

6.6 **Bespoke Code of Governance for The Trust**

6.6.1 The development of a Trustee Handbook incorporating the NCVO Code of Good Governance was considered by the Board at its meeting on 14 October 2010 and this work is being progressed by the IGM. Since that date the NCVO has issued a refashioned code and this is the subject of a separate report to this Board meeting.

6.7 **Outline Timescale**

6.7.1 The 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 in arising from the Review of Governance appears below;

| | |
|----------------------|--|
| DECEMBER 2011 | APP Historical Briefing and Q & A document distributed to all Elected Members |
| JANUARY 2011 | <p>Present overarching strategy for change to: Labour Group Liberal Democrat Group</p> <p>APPAC and APPCC Working Groups report to Chair of APPB</p> <p>Stakeholder Forum established in principle</p> <p>APPRWG work ongoing</p> |
| FEBRUARY 2011 | <p>15 FEBRUARY APPCT Board Approve changes to APPAC and APPCC to facilitate Stakeholder Forum</p> <p>Cabinet made aware of Trust's resolutions</p> <p>Charity Commission and stakeholders updated</p> <p>APPRWG work ongoing</p> |
| MARCH 2011 | <p>FULL COUNCIL advised of APPCT Board decisions and approval is sought for changes to LBH Constitution.</p> <p>Engage APPAC and APPCC</p> <p>Ongoing engagement with the Charity Commission</p> <p>Feedback to stakeholders</p> <p>APPRWG work ongoing Draft Options Analysis and Feasibility Study report received.</p> |
| APRIL 2011 | <p>Selection and Recruitment of Independent Advisors to the Board</p> <p>APPRWG work ongoing. Final Options Analysis and Feasibility Study report received.</p> |

7 Consultation

7.1 There has been no specific consultation on this report beyond the liaison with the APP Statutory Advisory Committee and APP Consultative Committee described in previous reports to the Board.

8 Recommendations

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

8.2 That the Board notes the outline timescale in section 6.7.1 of this report.

9 Legal Implications

9.1 The Trust's Solicitor was invited to comment on this report.

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

10 Financial Implications

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

10.2 The cost of the Options Appraisal Feasibility Study will not impact on the Trust's directly controlled budget.

10.3 LBH Chief Finance Officer comments that the report is noted.

11 Use of Appendices/Tables/Photographs

11.1 None.

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Proposal to the Alexandra Park & Palace Trust Board

That the APPTB, with support from London Borough of Haringey, should apply for **UNESCO World Heritage Site recognition** for the South-East wing of Alexandra Palace. To include the BBC television studios, control rooms, dressing & transmitter rooms, telecine area, tower offices & transmission tower

Features, benefits & advantages

1 Totem ■ AP is a huge, sprawling and eccentric building on a hill. It has disparate parts and a diffuse image. It is hard to brand, categorise or characterise

It has suffered from an uncertain purpose and has lacked focus and a focal point

- AP would benefit from a **symbol** and a main **theme**, meaningful both nationally and internationally
- a long-range strategic goal that would **sustain interest** and **survive changes** in personnel, trading-performance, trusteeship or form-of-governance
- AP will remain the most important building in Haringey Borough: ideally, an appropriate goal should be something that **unites** our Trust and the Council in a project in common purpose
- ideally, we should have a goal that is **broad enough** at the beginning in order to gain wide support. A goal not attempting to be described in minutiae at the outset;

The main UNESCO requirement

2 Trust ■ There has not always been full confidence in the council's intentions over the future of Alexandra Palace

■ the above Proposal conforms with our Trust's **charitable status** and both the letter and spirit of the remit. The Charity Commission is unlikely to have issues with this proposal

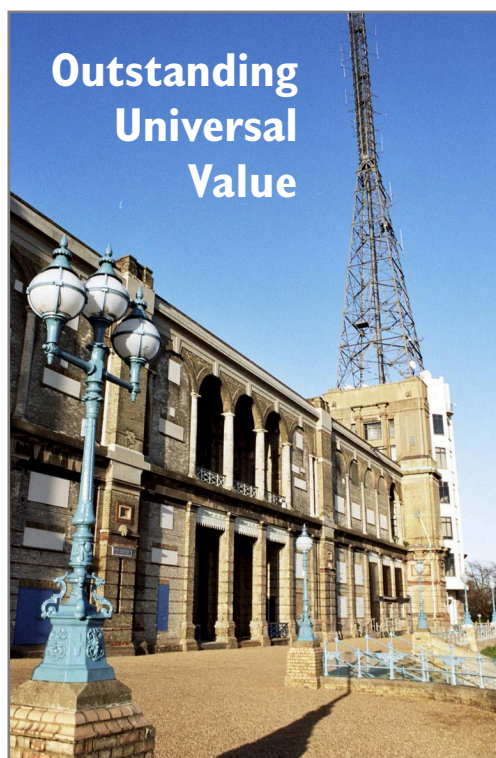
■ it is an **apolitical** goal, likely to **unify** different interests and attract a spectrum of support

■ would act as a **reassurance** about the future under possible independent status

■ project a **positive image** for AP & signal a fresh start & a new chapter for our Charity. **Signal** to all, that LBH is serious about AP; a signal not just about the Studios & not just to the BBC

■ Application to UN Heritage Committee is within the power and **control** of the Trustee. Would not require negotiations with a lessee nor developer, nor incur huge legal costs

■ our charity and the council could collaborate on a **common goal**, likely to result in side-benefits for the Borough of Haringey ...



- if **confidence** could be re-built with respect to the Studios, then this could lead to its original contents and other exhibits – currently held elsewhere – returning to their **home** (e.g. from the Bradford museum, BBC heritage and EMI archives)

- **support** from individuals and groups willing to contribute the time and effort needed towards filling the requirements of UNESCO Heritage status (see Appendix)

- has the potential to speed up progress on governance and help pull the other threads together;

3 Target ■ A clear goal that Londoners would be proud to see and support

- provides a **strategic** aim, a transparent objective and offers long-term continuity. This goal posits a big prize, equal to the building's size and importance

- this ambition aims not higher, but **highest**. It would boost morale and lift everyone's sights

- a goal that is **independent** of the form of governance or the composition of the Trustees

- if achieved, **global awareness**. UN World Heritage Sites are not ten-a-penny

- if an Application fell at the last hurdle (i.e. at the Paris Committee stage) it would not be a failure, because much good work, especially the forming of partnerships, would have happened in order to advance it to that point;

4 Tone ■ The goal of a UNESCO World Heritage 'gift of inscription' would set the tone: positive and prestigious

- a **virtuous circle**: likely to attract **high profile** and **influential Trustees** to a reformed Board

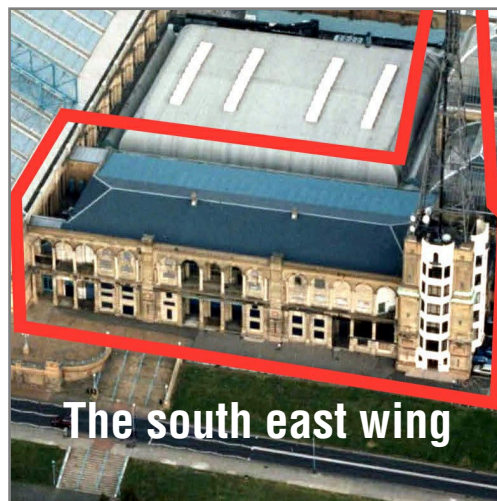
- attract the most prestigious **corporate sponsors** – but more likely if the municipal connection can be loosened

- attract **publicity** and attention to Ally Pally – for all the right reasons

- act as an **impetus** to get things done; enthuses and galvanise others

- **Catalyst** – most physical parts of the palace depend for *their* amelioration, on improvement in *other* parts of the building and in the palace as a whole. The palace needs an overarching metaphysical goal that acts as a *catalyst*

- **Halo** – UNESCO world heritage is a goal or status that comes with an inevitable halo effect. The Studios are inseparable from the Palace.



Alexandra Palace

The south east wing

- Anything else that is proposed or established at AP (such as a hotel) would enjoy a reflected glory and an enhanced status from mere proximity. AP would become a destination in general for international visitors;

PTO



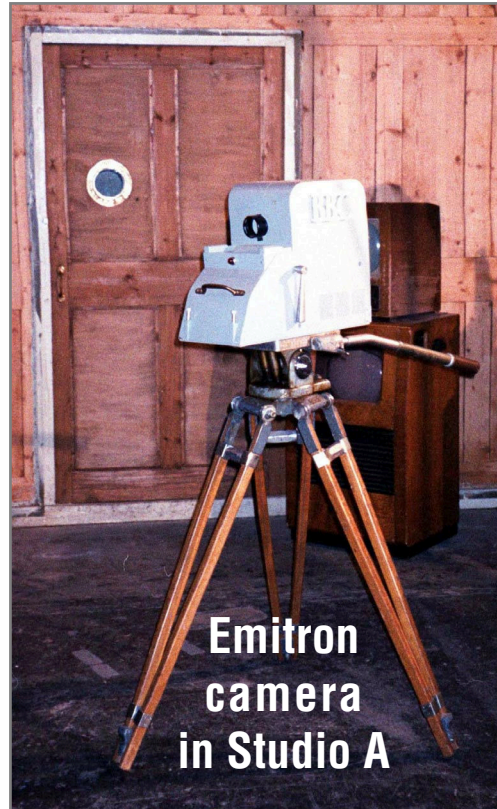
5 Territory ■ The site at Alexandra Palace is world-unique, surviving mainly because the abandoned studios have been left undisturbed for so long

■ In Britain, there were earlier studios (Baird's) at Crystal Palace and at 133 Long Acre. But in 1936 at AP, all the elements needed for (relatively) high-definition, regular, scheduled public television broadcasting came together for the first time

■ Abroad, the only other surviving early television premises are probably those in St. Petersburg, which date from a similar time. However it would seem that they have been extensively remodelled over the ensuing years and very little of the original remains in a recognisable form. In the USA, the original studios at Schenectady and Farnsworth's San Francisco operation are long gone

The Berlin studio pre-dated the AP studios, but was destroyed in the closing days of WWII. Unfortunately they were associated with Nazi propaganda

The S.E. wing at AP: the world's oldest surviving television studios and station site



■ would lead to the Studios being brought up to the needed standard, with cost spread over time

■ BBC studios A & B have the strongest claim to be the birthplace of public TV broadcasting in the UK – on 2nd November 1936 – and a strong claim for global significance;

■ the case for boosting the status of The London Television Station has been already been set out in detail by the former Head of BBC Heritage Robin Reynolds and others (see Appendix);

7 Terms ■ The World Heritage Committee annually confers UN World Heritage status on cultural, natural & 'mixed' sites deemed worthy

■ the relevant UNESCO cultural criteria are,

"to represent a masterpiece of human creative genius"

"exhibits an important interchange of human values, over a span of time or within a cultural area of the world, on developments in ... technology ..."

"bears a unique or exceptional testimony to a cultural tradition or to a civilization which is living or which has disappeared"

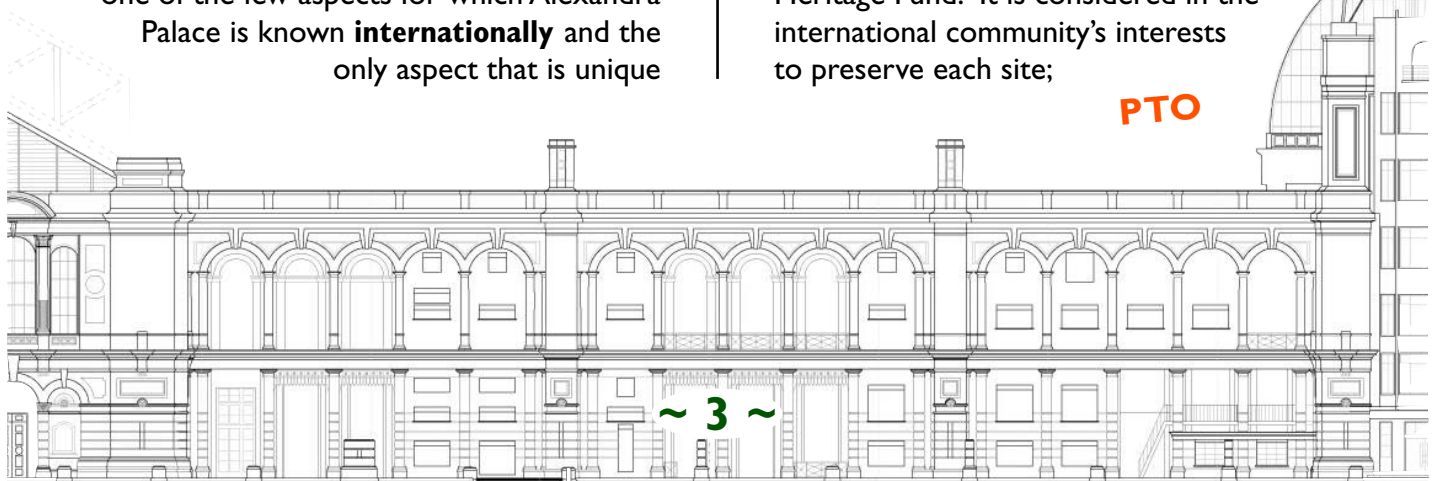
■ In general, outstanding universal value

■ Under certain conditions, listed sites can obtain funds from the World Heritage Fund. It is considered in the international community's interests to preserve each site;

PTO

6 Technical ■ Recognition is overdue that the Studios – widely known as the birthplace of modern television – are of the highest, international historical importance

■ Unique Selling Point – the television history is one of the few aspects for which Alexandra Palace is known internationally and the only aspect that is unique



8 Touchstone ■ The precedent for UNESCO Heritage listing of the London Television Station, is the Grimeton Radio Station, a little inland from Varberg, Sweden

■ it comprises six masts and dates from 1924. It met Cultural Criteria [ii] & [iv] (below) and it was added to the UN World Heritage list in 2004 –

■ *Criterion (ii):* The Varberg radio station at Grimeton is an **outstanding monument representing the process of development of communication technology** in the period following the First World War

■ *Criterion (iv):* The Varberg radio station is an exceptionally well-preserved **example of a type of telecommunication centre**, representing the technological achievements by the early 1920s, as well as documenting the further development over some three decades

“[UNESCO also] Encourages the State Party [i.e. Sweden] to collaborate with other States Parties in considering a possible transboundary serial extension of similar properties [The 1936 London Television Station?!]”



GLC plaque on the BBC Tower wall

■ this proposal will come to the attention of central government and it is possible that material support would follow. Governments around the globe recognise the impact and benefit of such recognition;

10 Teaching ■ Education is one of the BBC Studios' strongest suits

■ UN World Heritage status would come to the notice of educators globally

■ **inspiration:** a history lesson combined with London's finest views. A vision for visitors of all ages and not least for the budding engineers amongst the Borough's school children

■ **stimulation:** possible interactive displays for class visits, children & families

■ Middlesex University in 2004 proposed a Media Campus on this site

■ **encouragement:** it calls attention to a paradigm of towering electronic engineering achievement

■ **innovation:** co-branding with the underplayed regular exhibitor, the *Inventions Show*

■ **understanding:** One of the things that is so important about what remains at AP, is the understanding it gives us about **how the technology developed** and how the whole operation was conceived and operated. Studios cannot operate in a vacuum, they need scenery shops, dressing rooms, makeup areas, canteen, offices as well as all the technical areas – most of this evidence still exists at AP.

9 Tourism ■ UNESCO World Heritage Site status would boost attention and interest among potential international visitors

■ status would fit well with a tourist **hotel**

■ **co-branding** with **Bletchley Park?**

■ would leverage Alexandra Palace's natural advantages: arguably the best panoramic view of London from a hill, atop a park



1 Tower ■ The corporate logo of the London Borough of Haringey (first page, top left corner) celebrates the first signals radiating from possibly the first purpose-built television tower in 1936

■ the transmission tower is physically far the tallest structure of the palace, visible from all over the Borough, from much of London and beyond. Moreover, it can be seen from the main trains bringing people into London from the north. It is far more noticeable than the studios and literally a high-profile and permanent reminder of the building's history and pioneering work

■ the Borough logo [↘] also features prominently on the shield on the coat of arms. Can the council return to its past pride in AP's history?

■ it makes sense to build (metaphorically) on this already **listed** structure. A UN World Heritage accolade (a 'gift of inscription') would represent the highest flag on the flagship of a rejuvenated Alexandra Palace

■ AP was the first and last time that a broadcaster tried to co-site a set of television studios next to high power transmitters and aerials

(that was done because at the planning stage it was not technically feasible to send the television signals more than a few hundred feet from the studio without degradation. Engineers had to cope with the problems caused by having a high radio frequency electric field in the studios

Even in the canteen it was possible to draw sparks by touching metal cutlery together whenever the transmitters were on! All subsequent studios were built some distance (often many miles) from the transmitter using the coaxial television cable developed by EMI in time for the 1937 coronation);

12 Timing ■ Now is the right time to begin planning for the lengthy process of an Application

■ last year, 2010, marked the end of the long-held policy of sale of Ally Pally to a property developer, that had led to uncertainty about the BBC Studios

■ this year, 2011, marks the **75th Anniversary** of the birth of television at Alexandra Palace

■ the proposal **looks beyond** the current cash cut-backs, trustees and governance structure

■ the BBC will be moving from White City shortly

■ while funding is at its tightest for the next couple of years, the envisaged public statement of intent *requires little expenditure* in the short term

■ *reinforces* and may even *requires*, **governance reform**. One criterion for the UNESCO World Heritage Committee is assuring themselves of the **sound stewardship and governance** of candidate sites

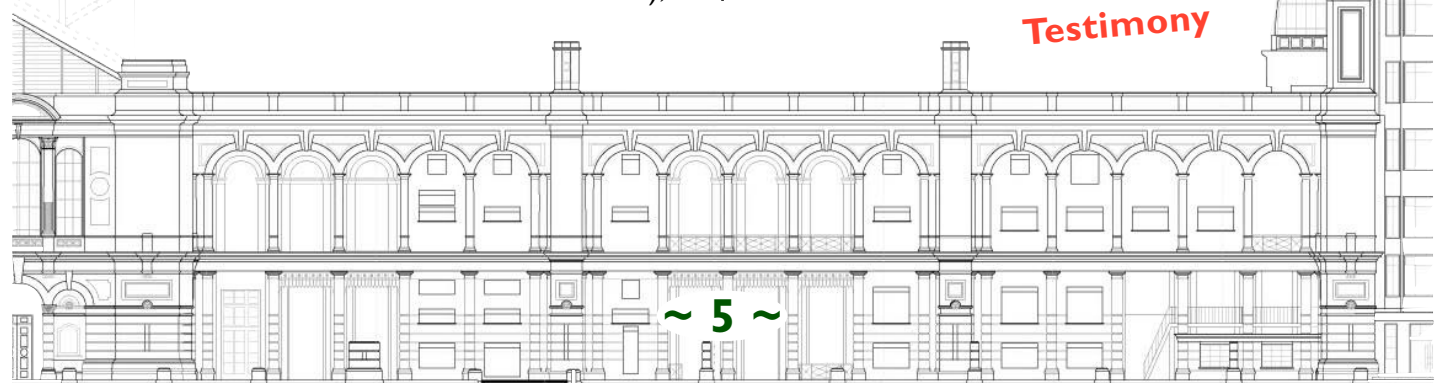
■ the BBC staff at the Studios shortly before and after the war will now be in their 80s or 90s. It would be good to have their input while they are still able to contribute

■ 2012 is year of the **Olympic Games**, which will be televised from north east London to a global audience. A relatively short distance away and 54 years earlier, the Olympics Games of 1948 were broadcast to London from the birthplace of television – another possible tie-in;



Borough
Coat of Arms:
Previous pride
in progress

**Overleaf:
Texts and
Testimony**



Texts ■ Appendix; bibliography, references and credits:

- *The Costs and Benefits of World Heritage Site Status in the UK* (Price Waterhouse Coopers). A major study commissioned by the DCMS (2007)
- CIVIX – Media Campus Feasibility Study (2004 – August)
- AP Building Survey – the studio portions: costings from the Schedule of Developer Shell Repairs / Approximate Costs and 20-year Forward Forecast maintenance costs
- *Historical Survey of Television at Alexandra Palace* Simon Vaughan, APTS Archivist (2003 – February)
- Mr John Trenouth, former television curator, *National Museum of Photography, Film & Television, Bradford*
- Front facade elevation credit: part of a thesis on AP by the Italian architect *Massimo Moscato*

Relevant submissions to English Heritage (for Grade II STAR status for the whole palace):

- Alexandra Palace – Listing Review – ‘BBC Studios’, page 3 (Mortimer MacSweeney; Design and Conservation Team; L.B.H. (2007-01-26))
- *The Television Studios at Alexandra Palace – the case for preservation*. Robin Reynolds, head of BBC Heritage (2007-01-22)

Testimony ■ This proposal is endorsed by groups and individuals:

- UN World Heritage site, the 1924 Varberg Radio Station, Sweden
CEO: Dr. Lars Johansson
- The International Committee for the Conservation of the Industrial Heritage TICCIH, *Secretary: Stuart Smith*
- IET – Institution of Engineering and Technology, formerly the Institution of Electrical Engineers (*contact: Alan Berry*)
- The MP for Hornsey & Wood Green, Government Minister *Lynne Featherstone*
- British Heritage Television group
Chair: Martin Allen
- AP Television Group
Chair: John Thompson
- AP Television Society
Chair: Simon Vaughan
- Hornsey Historical Society
Chair: Keith Fawkes



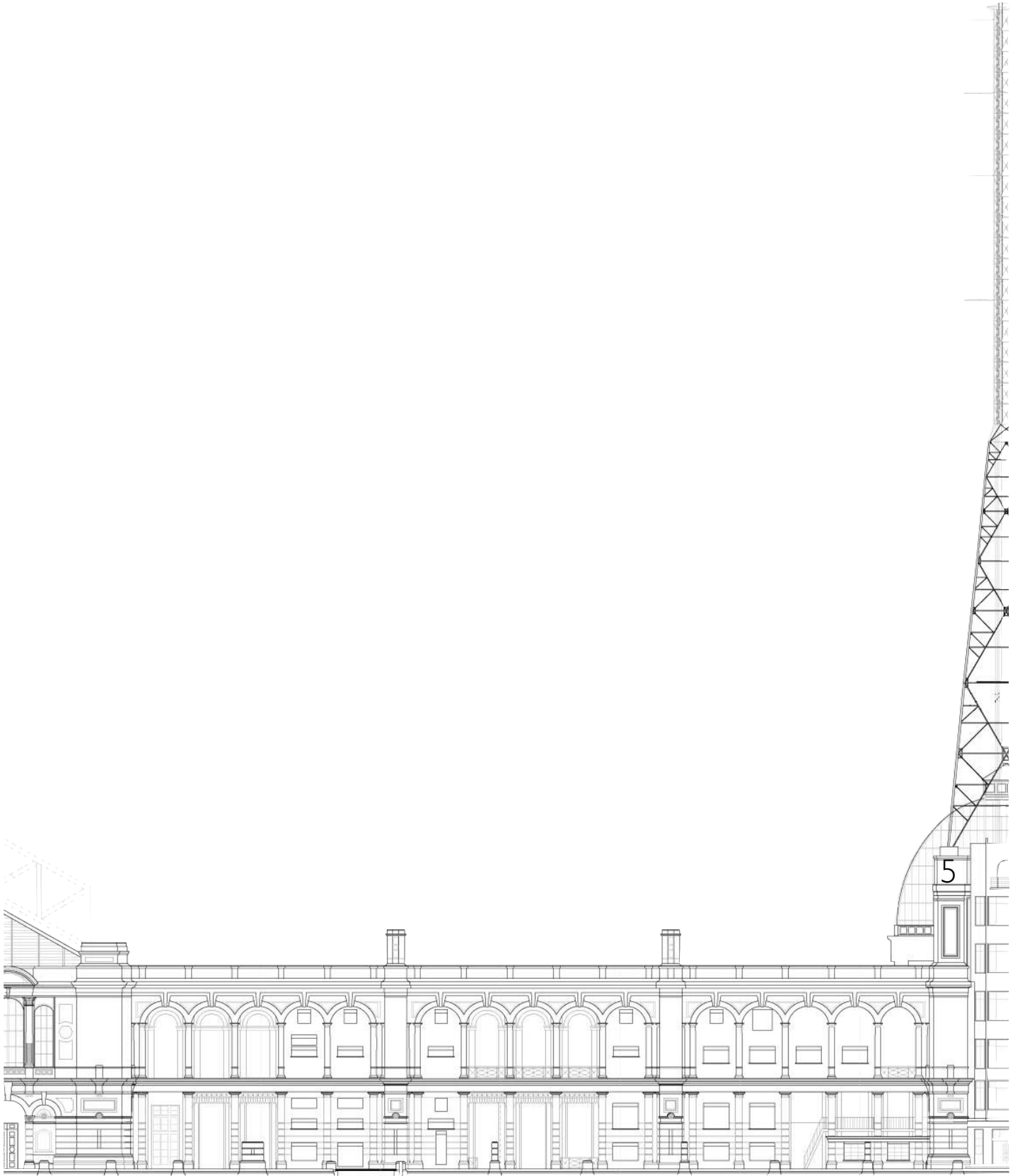
Risks – The Application would:

- probably take years to gain approval; ■ not be a complete solution to AP's problems;
 - need council staff attention; ■ not progress easily without reform in finance and governance; ■ require long-term commitment by Haringey Council to prosecute
 - probably need national & international lobbying; ■ once awarded, UNESCO World Heritage Site status can be withdrawn if the site is not looked after

2011, January ~ Proposal to Alexandra Palace Trust Board:
application for UNESCO World Heritage Site status

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