

**Alexandra Palace & Park Board**

**on 21<sup>st</sup> December 2010**

Report Title: **Governance Update**

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

**1. Purpose**

1.1 To report back on progress, following previous resolutions of the Board in the following areas:

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

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.

**2. Recommendations**

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

2.2 That the Board notes the outline timescale in section 6.7.1 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 report updates the Board on progress in implementing a number of its previous resolutions on Governance and Future Vision.

3.2 Work is progressing on the recruitment of Independent Advisors to the Board.

3.3 The work of the APPRWG is ongoing and it has invited tenders for an Options Appraisal Feasibility Study for Alexandra Park and Palace.

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.

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.

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;

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