

Report Title: **Alexandra Park & Palace Outline 3 Year Business Plan**

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

1. Purpose

1.1 For the Board to consider the content of the rolling 3 year Business Plan to cover the period April 2011 to March 2014 and to provide strategic guidance on its contents.

2. Recommendations

2.1 That the Board considers the proposed content of the Business Plan and provides strategic guidance on its objectives for the period 2011 to 2014.

2.2 That the Board notes that it will receive a draft Business Plan for approval in March 2011 when the Trust's revenue and capital allocation is known and for the final Business Plan to be approved by the Board at its next meeting in April 2011.

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



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3. Executive Summary

3.1 The Trust had a Business Plan for 2009/10 Board which set out a number of aims and objectives for 2009/10. The Board received a report at its meeting on 29 June 2010 concerning a draft 3 year Business Plan.

3.2 The draft 3 year Business Plan contained a proposed Work Plan for the Trust's officers for 2010/11 which was approved by the Board. Progress on the Work Plan is ongoing with many objectives achieved or near completion to date. It is envisaged that the majority of the Business Objectives will be achieved by 31 March 2011.

3.3 The Business Plan is intended to be a strategic overarching document which sits above existing Plans including APTL's Business Plan, the AP Park Management Plan, Conservation and Heritage Management Plan and Action Plans of key

partners.

- 3.4 The Board has not yet been asked to approve a final Business Plan owing to ongoing development a number of factors concerning the Trusts' structure, organisation, staffing and its capital programme which have been or are under review during 2010/11.
- 3.5 Both APPCT and APTL are committed to working towards a 3 to 5 year Business Plan and during 2010 both parties have been working closer together on a number of strategic and operational interdependencies at AP&P. Preparations for the next versions of both Business Plans have commenced
- 3.6 At the time of writing the Trust is reviewing its revenue budget for 2011/12 and the amount of forecast Gift Aid for 2011/12 is unknown. The result of the Trust's requests to Haringey Council for revenue and capital funding will not be known until March 2011.
- 3.7 At this stage in the business planning process, the Board is asked to consider at a strategic level what it wishes to achieve during the period 2011 to 2014.

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

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

5. Local Government (Access to Information) Act 1985

Description

- 6.1 The Trust had a Business Plan for 2009/10 Board which set out a number of aims and objectives for 2009/10. The Board received a report at its meeting on 29 June 2010 concerning a draft 3 year Business Plan.
- 6.2 The Business Plan is intended to be a strategic overarching document which sits above existing Plans including APTL's Business Plan, the AP Park Management Plan, Conservation and Heritage Management Plan and Action Plans of key partners
- 6.3 The draft 3 Year Business Plan contained a review of the Aims and Objectives in the 209/10 Business Plan and a proposed Work Plan for the Trust's officers for 2010/11 (containing 20 Business objectives) which was approved by the Board.
- 6.4 The draft Business Plan made the following assumptions;
 - that the current organisational and committee/board structure will prevail until 31 March 2011
 - that the current executive management structure of the Trust is unchanged until 31 March 2011
 - that the Board will approve a permanent staffing structure for AP during 2010/11
 - that the Trust's revenue budget as approved by the Board on 2 March 2010 will not be reduced during the current financial year
 - that the £500K capital grant awarded by the Council for dilapidations will be spent by the Board during the current financial year
 - that Prudential Borrowing of £2M+ is available to the Trust from the Council for replacement of the Ice Rink
- 6.5 Progress on the Work Plan is ongoing with many objectives achieved or near completion to date. The delivery of the Objectives is monitored through regular monthly 1-2-1 meetings between officers and their line managers and performance appraisals in line with the Trust's Human Resources policy. At the time of writing it is envisaged that the majority of the Business Objectives will be achieved by 31 March 2011. The Board will receive a further report on this matter at a future meeting.
- 6.6 The Board has not yet been asked to approve a final Business Plan owing to ongoing development a number of factors concerning the Trusts' structure, organisation, staffing and its capital programme which have been or are under review during 2010/11.
- 6.7 The draft Business Plan was therefore of necessity very much a draft document pending the adoption by the Board of a new strategy and objective and the deliberations of the Board on the Future Vision for Alexandra Palace and Park.
- 6.8 Both APPCT and APTL are committed to working towards a 3 to 5 year Business Plan and during 2010 both parties have been working closer together on a number of strategic and operational interdependencies at AP&P.

- 6.9 Preparations for the next versions of both Business Plans have commenced and the IGM and MD of APTL have been liaising to ensure that the interdependence of the two parties is reflected in greater synergy and correlation between the respective Business Plans.
- 6.10 Crucial factors in the Business Planning process are the Trust's revenue budget and the extent to which Gift Aid payment is available from the trading company's profits that offsets the amount of deficit funding the Trust requires from Haringey Council.
- 6.11 The operability of the site to an extent may depend on capital funding for dilapidations being available and its availability or otherwise may have an effect on the business that APTL can attract and deliver.
- 6.12 At the time of writing the Trust is reviewing its revenue budget for 2011/12 and the amount of forecast Gift Aid for 2011/12 is unknown. The result of the Trust's requests to Haringey Council for revenue and capital funding will not be known until March 2011.
- 6.13 It is clear that following the Comprehensive Spending Review, the Council has to make significant savings in 2011/12 and beyond. With this in mind Officers of the council have asked officers of the Trust to identify options for reducing the net budget allocation to the Trust.
- 6.14 The draft Business Plan for 2011 to 2014 contains the following sections;
- Introduction and Background
 - The Trustees' Vision
 - Key Strategic Priorities for 2011 to 2013 categorised by –
 - Resources
 - Infrastructure
 - Vision and Regeneration
 - Visitor and Staff experience
 - Systems
 - Service Context
 - Service Delivery
 - Challenges to the Service, including key risks
 - Annual Performance Review
 - Human Resources Plan
 - Finance and Resources Plan (including Capital Programme)
- 6.15 At this stage in the business planning process, the Board is asked to consider at a strategic level what it wishes to achieve during the period 2011 to 2014.
- 6.16 The Board may wish place the Regeneration work being undertaken by the Alexandra Park & Palace Regeneration Working Group leading to the development of a new strategy for AP&P as its foremost objective.
- 6.17 The Board may also wish to consider and provide guidance on the ongoing development of its own effectiveness through the implementation of the Good

Governance Code, the Trust's permanent staffing structure, stakeholder engagement and the development of its revenue and capital budgets.

- 6.18 It is intended to bring a draft version of the Business Plan to the Board's meeting March 2011 when the Trust's revenue and capital allocation is known in and for the final Business Plan to be approved by the Board at its next meeting in April 2011.

7. Consultation

- 7.1 The IGM will consult on the content of the Business Plan with APPCT and APTL staff and the Council's Director of Corporate Resources.
- 7.2 The Board may wish to ask the Statutory Advisory Committee to comment on the issues to be covered in the Business Plan.

8. Recommendations

- 8.1 That the Board considers the proposed content of the Business Plan and provides strategic guidance on its objectives for the period 2011 to 2014.
- 8.2 That the Board notes that it will receive a draft Business Plan for approval in March 2011 when the Trust's revenue and capital allocation is known and for the final Business Plan to be approved by the Board at its next meeting in April 2011.

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 LBH Chief Financial Officer notes the contents of the report.

11. Use of Appendices/Tables/Photographs

- 11.1 None

