

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

Denotes attendance\*

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

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

Observer: David Liebeck\*

Also present:

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

**MINUTE  
NO.**

**SUBJECT/DECISION**

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

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

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

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

There being no further points of clarification it was:-

**RESOLVED**

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

**APBO41. FINANCE UPDATE**

The Chair asked for an introduction of the report.

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

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

(Councillor Stewart arrived at 19.40hrs)

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

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

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

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

(Mr Liebeck arrived at 19.42hrs).

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

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officers were not seeking approval of the draft budget.

With reference to the detail of the draft budget attached at appendix 1 Councillor Stewart sought clarification in relation to the variance of a £41K reduction in legal and professional fees, and asked what this actually meant in real terms. In response Ms Downie advised that the £41K was due to a large contract being put out to tender and the legal and professional fees associated with this process had been in the region of £40K.

Councillor Hare referred to the £25K cost for IT expenditure and sought clarification as to this cost. Mr Gill advised in response that this cost related to known necessary infrastructure improvements likely to be prioritised by the impending IT Review.

The Chair then summarised and it was:

**RESOLVED**

- i. That the budget reductions already implemented by the Interim General Manager in relation to the current financial year be noted;
- ii. That the draft budget for the Trust for the 2011/12 and the process and timescale for completion be noted; and
- iii. That it be noted that the Chair of the Board would be meeting informally with the Interim General Manager, and the Head of Finance, Alexandra Palace, together with the Managing Director Alexandra Palace Trading Limited, early in the new year 2011 to discuss the state of the budget draft for 2011/12 to identify further revenue expenditure savings.

**APBO42. CAPITAL PROJECTS UPDATE**

The Chair asked for a brief introduction of the report.

The Interim General Manager – Mr Gill advised the meeting that in respect of the Ice Rink refurbishment, following on from the November Board meeting the Principal Contractor (Lengard) had now given notice that the project would slip beyond the scheduled completion date of 10<sup>th</sup> December 2010 and was currently projected to be handed back before 24 December 2010. The reason was due to a delay in the installation of the new Ammonia based Ice Rink chiller being manufactured and installed by a subcontractor of Lengard Ltd who was specialised in fitting such equipment and who's engineers were not able to leave the eastern seaboard of North America due to the inclement weather in the United Kingdom. Mr Gill advised that Lengard had been instructed to put into place contingency plans if there were to be further delays and the situation was being proactively managed. Mr Gill advised that the main ice rink base, barriers, lighting and low emissivity ceiling were all now installed and were substantially completed, with the toilets, changing rooms and front kiosk moving towards their final stages of refurbishment, and mobilisation, and training of staff on the new installation was scheduled.

Mr Gill also advised of the progress of works of the £500k programme of dilapidation. Also in order to improve the customer experience & profile and

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

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

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

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

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

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

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

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

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proposals were being worked on but were not the final product.

Councillor Hare stated his support for the proposed improved signage package and that this the proposals went some considerable way to smartening up the appearance of the palace. He felt that there needed to be some continuance of known names such as the Grove car park instead of 'west' or 'south west' and a similar theme for the internal parts of the building. Ms Kane responded that there would be a consistency of known names for areas of the park and palace on the proposed signage.

In response to points raised by Councillor Peacock in respect of the possible use of the west hall corridor link for selling of merchandise Ms Kane advised that due to health and safety/fire regulations there was limited capacity for usage of the west hall.

Mr Gill reiterated the earlier point from Mr Oliver re capital allocation and that there being no new cost to the palace and stressed that the £30K had already been agreed by the Board.

Councillor Hare placed on record his thanks to all involved in the improvement of signage, and this was supported by those Councillors present.

The Chair, in welcoming the proposals, summarised and it was:-

**RESOLVED**

- i. that the progress report on the Capital projects be noted;
- ii. that approval be given to the allocation of £30k capital monies to the Alexandra Palace Trading Limited Marketing team to implement signage improvements across the site as part of the brand adopted at the meeting of the Alexandra Palace and Park Board on 30th November 2010; and
- iii. that further updates be reported to future Alexandra Palace and Park Board meetings in respect of progress on the on-going capital projects.

**APBO43. INTERNAL AUDIT REPORT**

The Chair, in asking for a brief introduction of the report, MOVED that standing orders be suspended in order to allow the representative from the external consultants – Mazars to address the meeting. The MOTION was carried nemine contradicente.

The Head of Finance Alexandra Palace - Ms Downie advised the meeting that the summary report from the Trust's internal auditors, Mazars, was attached at Appendix 1. Ms Downie reported that Mazars had conducted a follow up review of the Council's internal audit report from 2008, together with a review of the Trust's arrangements for budget setting and control and health and safety.

The Chair thanked Ms Downie for her introduction and welcomed Mr Richard Bott to the meeting and asked that he address the Board.

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

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

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

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

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

The Chair then summarised and it was:

**RESOLVED**

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

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



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The Chair asked for an introduction of the report.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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In response to further points of clarification Mr Gill advised that the income that could be generated from the car park charging may be considerable and that there would be a report to future Board meeting on options but in terms of the general funding deficit there would need to be in the region of £2 million per annum generated to cover the deficit.

The Chair then summarised and it was:

**RESOLVED**

- i. That approval be given to the park being entered for the various award schemes;
- ii. That a site visit be arranged to the Garden Centre and the Pitch and Putt Course in view of the tenant's proposals for those sites, and that 2 representatives from the Alexandra Park and Palace be invited to attend the site visit if the Advisory Committee had not already considered and given its views in respect of both proposals; and
- iii. That the contents of the report in its entirety be noted.

**APBO45. OUTLINE 3 YEAR BUSINESS PLAN**

The Chair asked for an introduction of the report.

The Interim General Manager Alexandra Palace – Mr Gill referred to the Trust's Business Plan for 2009/10 which had set out a number of aims and objectives for 2009/10, and the consideration and approval of a report on 29 June 2010 concerning a draft 3 year Business Plan which had contained a proposed Work Plan for the Trust's officers for 2010/11 which was approved by the Board. Progress on the Work Plan was ongoing with many objectives achieved or near completion to date, and it was envisaged that the majority of the Business Objectives would be achieved by 31 March 2011.

Mr Gill further advised that the Business Plan was intended to be a strategic overarching document which sat above existing Plans including APTL's Business Plan, the AP Park Management Plan, Conservation and Heritage Management Plan and Action Plans of key partners. However, the Board had not been asked to approve a final Business Plan owing to ongoing development a number of factors concerning the Trusts' structure, organisation, staffing and its capital programme which had been or were under review during 2010/11. Mr Gill commented that both Alexandra Palace and Park Trust, and Alexandra Palace Trading Limited were committed to working towards a 3 to 5 year Business Plan and during 2010 both parties had been working closer together on a number of strategic and operational interdependencies at Alexandra Palace and Park, and preparations were in hand for the next versions of both Business Plans.

Mr Gill further commented that it was also the case that the Board was in the process of reviewing its revenue budget for 2011/12 and the amount of forecast Gift Aid for 2011/12 was as yet unknown. The result of the Trust's requests to Haringey Council for revenue and capital funding would not be known until March

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2011. Mr Gill concluded that at this stage in the business planning process, the Board was asked to consider at a strategic level what it wished to achieve during the period 2011 to 2014.

The Chair thanked Mr Gill for his succinct introduction and asked if there were any comments or views from Members.

Councillors Stewart and Hare comment that in regard to strategic achievements from 2011 to 2014 in their view the issue of regeneration was of great importance and should be given priority.

Ms Kane welcomed this suggestion and that it was wholly appropriate for the future of the Palace that there be emphasis on regeneration.

Mr Gill concurred with Ms Kane's sentiments.

The Chair, in welcoming the expressed views, commented that in the current climate of austerity there could be limited scope for regeneration but that every effort should be made to ensure this over the following 3 years.

In response to comments from Councillor Hare, the Chair advised that the regeneration working group was primarily a group of officers with assistance and expertise from the LB Haringey. The concept of the business plan would allow for the Trust to be able to look back and identify those areas where there had been progress and achievement and those areas which were progressing and that the business plan was a continuing work-in progress which was regularly updated.

The Chair then summarised and it was:

**RESOLVED**

- i. That in respect of the proposed content of the Business Plan, in terms of strategic guidance on its objectives for the period 2011 to 2014, it be agreed that the main strategic objective and focus of the Trust should be centred on the regeneration of the Palace and Park; and
- ii. That it be noted that the draft Business Plan would be submitted to the Alexandra Palace and Park Board in March 2011 when the Trust's revenue and capital allocation was known, and that the final Business Plan for the period 2011 to 2014 be submitted for approval by the Alexandra Palace and Park Board on 28 April 2011.

**APBO46. BESPOKE CODE OF GOVERNANCE (PART 2)**

The Chair asked for an introduction of the report.

The Interim General Manager Alexandra Palace – Mr Gill advised the meeting that his report gave an update on progress in making the NCVO Code of Governance bespoke to Alexandra Park & Palace Charitable Trust. Mr Gill reported that a revised version of the Code was published on 19 October 2010.

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

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

	<p>That the press and public be excluded the from the meeting for consideration of Items 14 - 15 as they contain exempt information as defined in para 3 of Section 100a of the Local Government Act 1972 (as amended by Section 12A of the Local Government Act 1985); namely information relating to the business or financial affairs of any particular person (including the authority holding that information).</p> <p style="text-align: center;"><b>SUMMARY OF EXEMPT/CONFIDENTIAL PROCEEDINGS</b></p>
<b>APBO49.</b>	<p><b>FINANCE UPDATE</b></p> <p>AGREED RECOMMENDATIONS CONTAINED IN THE REPORT</p>
<b>APBO50.</b>	<p><b>ANY OTHER EXEMPT ITEMS THE CHAIR CONSIDERS TO BE URGENT</b></p> <p>There were no items of urgent business.</p> <p>The chair confirmed to the Board that there would be an Informal round table discussion for the Board Members of Alexandra Palace and Park Board, and Board Members of Alexandra Palace Trading Limited at 18.30hrs on Thursday 13 January 2011 at Alexandra Palace. The Chair also extended the invitation to the three non-voting Consultative Committee representatives to the Board – Ms Paley, Mr Tarpey and Mr Willmott and the Observer – Mr Liebeck.</p> <p>The Chair, on behalf of the Board wished all officers of the Trust, and those supporting the Board a very merry Christmas, and a happy New Year.</p> <p>The Interim general Manager – Mr Gill also passed his thanks and appreciation to all officers of the trust for their effort in 2010, and also his thanks to the Clerk to the Board and Committee Manager – Clifford Hart, and also Natalie Cole from his Committee Team for all of their support and efforts in assisting the Board and its Sub-bodies.</p> <p><b>NOTED</b></p>

The meeting ended at 20.57hrs

COUNCILLOR PAT EGAN

Chair