

Report Title: **Alexandra Palace & Park Business Plan**

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

1. Purpose

- 1.1 To update the Board on the outcome of the Business Plan Objectives allocated to the Trust's Team for 2010-11.
- 1.2 To seek the Board's guidance and direction on the preparation of a future Business Plan.

2. Recommendations

- 2.1 That the Board notes the outcome of the Business Plan Objectives it allocated to the Trusts' team for 2010-11 and that the great majority of these Objectives have been achieved within the allocated resources.
- 2.2 That, in the light of the Board's other commitments, it provides strategic guidance on production of the Trust's next draft Business Plan.
- 2.3 That in the light of its other resolutions concerning regeneration of AP & P and available revenue resources, the Board instructs the Interim General Manager to prepare the content of the Trust's next Business Plan for review by the incoming Chief Executive.

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 2121**

3. Executive Summary

- 3.1 The Board considered a draft 3 year Business Plan at its meeting on 29 June 2010. At that time, the immediate Strategic Priorities for the Trust were largely defined by current activity and projects in hand.
- 3.2 The Board was asked to provide guidance to the IGM on the proposed medium-term and long-term priorities to cover the period April 2011 to March 2013 and to approve the Business Objectives for 2010/11.

3.3 This report provides the Board with a review of the outcome of the Business Plan Objectives it allocated to the Trusts' team for 2010-11 and that the great majority of these Objectives have been achieved within the allocated resources.

3.4 Pending the Board's decisions on regeneration and the appointment of a new Chief Executive for AP&P, the Revue Budget Review and further development of existing policies and procedures, there are a number of existing Business Objectives on which the IGM's team are focussed. These "Business as usual" objectives are outlined in this report.

3.5 At the time of writing, a number of factors concerning the Trusts' structure, organisation, staffing and its revenue budget are under review. It is therefore not proposed to produce a new Business Plan at this time.

3.6 It is proposed that the IGM prepares a draft 3 year Business plan which reflects the existing Strategic Priorities, the many objectives arising from the Regeneration Project and the Board's initial direction to the incoming Chief Executive and that the draft Business Plan would be reviewed by the incoming Chief Executive and presented to the Board for approval at a future Board meeting.

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

No specific documents were referred to in the preparation of this report other than the Draft Business Plan considered by the Board at its meeting on 29 June 2010.

Description

- 6.1 The Board considered a draft 3 year Business Plan at its meeting on 29 June 2010. At that time, the immediate Strategic Priorities for the Trust were largely defined by current activity and projects in hand.
- 6.2 The Board was asked to provide guidance to the IGM on the proposed medium-term and long-term priorities to cover the period April 2011 to March 2013 and to approve the Business Objectives for 2010/11 which act as the 'golden thread' for the Trust's staff and partners in that they formed the basis of individual objectives incorporated in the Trust's management team's Work Plan and in turn dictated individual tasks for the Trust's staff in assisting the IGM to deliver the Strategic Priorities.
- 6.3 Progress on the Business Objectives were monitored throughout 2010-11 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. The Chair is regularly briefed on progress and top level reviews were conducted through the IGM's annual Performance Appraisals and Mid-Year review which were conducted by the Director of Corporate Resources on behalf of the Chief Executive of Haringey Council.
- 6.4 Attached to this report at Appendix 1 is a review of the 2010-11 Business Objectives set by the Board. Of the 20 Business Objectives, 13 were completed on time and on budget, 3 were largely completed with remaining tasks scheduled for 2011-12 and 4 are ongoing.
- 6.5 APTL has a Business Plan which is reviewed annually and its 2011-13 Business Plan was adopted by its Board in February 2011. Both APPCT and APTL are committed to working towards a 3 to 5 year Business Plan.
- 6.6 The Board has provided guidance to the IGM on its strategic priorities for the Trust and its top priority is the regeneration of AP & P, which is the subject of a separate report to the Board at this meeting.
- 6.7 Pending the Board's decisions on regeneration and the appointment of a new Chief Executive for AP&P, the Revenue Budget Review and further development of existing policies and procedures, there are a number of existing Business Objectives on which the IGM's team are focussed. These include;
 - 6.7..1 The Capital Works Programme
 - external fabric and underground structures
 - fire and evacuation system replacement
 - telephone system replacement
 - other minor capital works as required.
 - facilitate an internal condition audit of the fabric & services
 - preparation and submission of capital bids
 - 6.7..2 Facilities Management
 - practical and proactive support of APTL in meeting their business objectives
 - further development of the Integrated Facilities Management contract
 - monitor/report cost spend is in accordance with the R&M budgets.

6.7..3 Project Management

- implementation of the Strategic IT Review recommendations (within available resources)
- implementation of the findings of the Strategic Security Review (within available resources)
- completion of "The Hub" new reception facility in the Palm Court
- implementation of the Archiving Policy
- review of the Ice Rink replacement Project and finalising the account

6.7..4 Carbon Reduction Strategy – further development including

- further development of the energy reporting and management.
- power factor correction for the site
- SIF funding opportunities for the site

6.8 At the time of writing, a number of factors concerning the Trusts' structure, organisation, staffing and its revenue budget are under review. It is therefore not proposed to produce a new Business Plan at this time.

6.9 It is proposed that the IGM prepares a draft 3 year Business plan which reflects the existing Strategic Priorities, the many objectives arising from the Regeneration Project and the Board's initial direction to the incoming Chief Executive.

6.10 The draft 3 year Business Plan would be reviewed by the incoming Chief Executive and presented to the Board for approval at a future Board meeting.

6.11 The Board should note that not completing a 3 year Business Plan is out with the recommendations of the Council's Internal Auditors and this has been reported to the Council's Audit Committee. The board will note that the trusts' Internal Auditors have commented on this matter in a separate report to this meeting of the Board.

7. Consultation

7.1 The IGM has consulted on the proposed Key Strategic Priorities with APPCT staff, APTL senior management and the Council's Director of Corporate Resources.

8. Recommendations

8.1 That the Board notes the outcome of the Business Plan Objectives it allocated to the Trusts' team for 2010-11 and that the great majority of these Objectives have been achieved within the allocated resources.

8.2 That, in the light of the Board's other commitments, it provides strategic guidance on production of the Trust's next draft Business Plan.

8.3 That in the light of its other resolutions concerning regeneration of AP & P and available revenue resources, the Board instructs the Interim General Manager to prepare the content of the Trust's next Business Plan for review by the incoming Chief Executive.

9. Legal Implications

9.1 The Trust's solicitor had no comments on this report.

9.2 The Acting LBH Head of Legal Services has no comments on this report.

10. Financial Implications

10.1 There are no specific financial implications arising from this report.

10.2 LBH Chief Financial Officer notes the contents of this report.

11. Use of Appendices/Tables/Photographs

11.1 Appendix 1 Trust Team Work Plan 2010-11 – Review of Outcomes.

APPENDIX 1 - TRUST TEAM WORK PLAN 2010-11 – REVIEW OF OUTCOMES

<u>Business Plan Objective</u>	<u>Outcome</u>
<p>Effective Project Management</p> <ol style="list-style-type: none"> 1. Deliver Ice Rink Replacement 2. Deliver Dilapidations Project (£500K) 3. Complete and implement IT Review 	<ol style="list-style-type: none"> 1. Complete January 2011 2. Complete end March 2011 3. Review complete. Recommendations partially implemented and further tasks to be completed during 2011-12.
<p>Improved Site Management</p> <ol style="list-style-type: none"> 1. Award of Integrated FM Contract 2. Retain Green Flag for park 3. Introduce 'Helpdesk' system 4. Deliver planned and reactive maintenance plans 	<ol style="list-style-type: none"> 1. Contract Awarded October 2010 and mobilised 1 November 2010 2. Green Flag and Green Heritage Award retained July 2010. 3. 'Helpdesk' implemented March 2011. New reception area to follow installation of new telephone system, in summer 2011. 4. Completed end March 2011
<p>Strategic Vision for Alexandra Palace & Park</p> <ol style="list-style-type: none"> 1. Develop new strategic objective for board of Trustees to adopt 2. Joint working on Master Plan, Governance, 3-5 year Business Plan, etc. 3. Refine and implement NCVO Code of Good Governance 4. Prepare Trust team for changes in executive management (including performance management and supervision) 	<ol style="list-style-type: none"> 1. Board approval of new Mission Statement and Vision February 2011. 2. APPRWG created September 2010. Work in these areas is ongoing. 3. Trustee handbook including NCVO Code adopted December 2010. 4. Ongoing.

<u>Business Plan Objective</u>	<u>Outcome</u>
<p>Effective Financial Management</p> <ol style="list-style-type: none"> 1. Achieve objectives within Trust's revenue and capital budgets 2. Manage issues around Annual Fireworks event 3. Develop income generation strategy for existing Trust 4. Prepare and submit 2011-12 CAPEX bids to LBH. 	<ol style="list-style-type: none"> 1. Completed end March 2011 2. Completed autumn 2010. 3. Dependent on regeneration strategy and ongoing. 4. Completed September 2010 and £500K capital awarded February 2011.
<p>Improve Systems and Procedures</p> <ol style="list-style-type: none"> 1. Implement and develop H & S policy/procedures 2. Improve resilience through incident/risk management and business continuity plans 3. Implement findings of strategic Security Review (within available resources) 4. Work with Mazars and colleagues to achieve 2010-11 Audit Plan 5. Implement, monitor and refine KPIs for Trust 	<ol style="list-style-type: none"> 1. Comprehensive suite of documents and procedures implemented. Development ongoing. 2. Adopted Risk Management Framework, updated Business Risk Register and adopted new Incident Management Plan, etc. 3. Ongoing 4. Achieved Audit Plan March 2011. 5. Ongoing.