

Felicity Parker

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30 May 2012

To: All Members of the Alexandra Palace and Park Board

Dear Member,

Alexandra Palace and Park Board - Thursday, 7th June, 2012

I attach a copy of the following reports for the above-mentioned meeting which were not available at the time of collation of the agenda:

10. REGENERATION UPDATE (PAGES 1 - 12)

To consider the report of the Head of Regeneration, Alexandra Palace and Park.


16. EXEMPT REPORT - SPECIALIST CONSERVATION ARCHITECT - CONTRACT EXTENSION (PAGES 13 - 16)

To consider the report of the Head of Regeneration, Alexandra Palace and Park.

Yours sincerely

Felicity Parker
Principal Committee Co-Ordinator

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Alexandra Palace & Park Board	7 June 2012
Report Title: Regeneration Working Group Update	
Report of: Mark Hopson, Head of Regeneration & Development, Alexandra Park & Palace	
<p>1. Purpose</p> <p>1.1 To report back on overall progress made by the Alexandra Park & Palace Regeneration Working Group (APPRWG) since the last Board meeting on the 4 April 2012</p> <p>1.2 To update the Board on the public consultation in relation to the regeneration proposals and strategic spatial masterplan.</p> <p>1.3 To update on the Board on the commissioning of a theatre and HLF specialist</p> <p>1.4 To outline forthcoming key regeneration activity.</p>	
<p>2. Recommendations</p> <p>2.1 That the Board notes the on-going regeneration related work particularly in relation to public consultation</p> <p>2.2 That the Board notes the theatre and HLF appointments</p> <p>2.3 That the Board notes the forthcoming regeneration activity</p>	
<p style="text-align: right;"></p> <p>Report Authorised by: Duncan Wilson, APP Chief Executive</p>	
Contact Officer: Mark Hopson, Head of Regeneration & Development, Alexandra Park & Palace	
<p>3. Executive Summary</p> <p>3.1 This report summarises the work of the APPRWG since the last regeneration update to Board on the 4th April 2012.</p> <p>3.2 Public consultation</p> <ul style="list-style-type: none"> - The regeneration and spatial masterplan public consultation was successfully launched on the 18th of May as scheduled. The public exhibition features large scale illustrated panels, 3D models and an electronic presentation. Additionally, a dedicated webpage was launched which includes all the proposals and feedback questionnaire together with a full social media presence including updates on Twitter and Facebook. - In addition to the exhibition, web and social media presence, approximately 15,000 pamphlets have been printed and some of these will be mailed to local residents. Leaflets will also be distributed in Haringey libraries, sports centres and community 	

focal points.

- E-shots and newsletters have also been sent to all the marketing contacts the Trust holds and an in e-shot will also be sent to approximately 800 voluntary organisations in Haringey via HAVCO.
- The feedback to date has, on the whole, been positive and initial data indicates that over 120 responses were received within the first two days of the exhibition opening.

3.3 Theatre specialists Bonnar Keenlyside have been appointed to undertake a feasibility assessment of the Theatre and produce an evidenced based business plan that will form the basis of our Heritage Lottery Fund bid in November. The aim of this work is to produce a business plan that ultimately (assuming capital investment funding from the HLF) allows the theatre to operate and be financially sustainable through a number of feasible uses.

3.3 A funding specialist has also been appointed to draw together a funding bid for submission to the HLF in November. Although the Theatre and it's respective business plan will likely make up the majority of the bid, funding for parts of the BBC studios (as a potential learning outfit) and upgrades to the East Court entrances are also likely to be included.

3.4 Forthcoming regeneration activity includes assessing the feedback from the public consultation and preparing for an external Gateway Review which is currently scheduled for the first week of July 2012.

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

N/A

5. Local Government (Access to Information) Act 1985

6. Progress update

6.1 The regeneration programme currently continues to progress in accordance with planned outputs.

Public Consultation

6.2 As reported at the last Board meeting on the 4 April 2012, the regeneration public consultation was successfully launched on the 18th May for a period of six weeks. The primary aim of the consultation is to engage with as many stakeholders, community groups, potential partners and visitors as possible to feedback on our draft regeneration proposals. The key documents underpinning this consultation are the (draft) strategic spatial masterplan and the conservation management plan (CMP).

6.3 It should be noted that the consultation is not statutory and as such, is a best practice approach to ensuring local stakeholders are given an early opportunity to respond, comment and ultimately shape our regeneration plans.

6.4 The main focus of the public consultation is a public exhibition centred around 18 illustrated storyboard panels that outline the key regeneration messages and spatial masterplan proposals. The key messages included in the story board have gone through an extensive process of internal consultation with the whole professional team and Trustees.

6.5 The public consultation will utilise a number of channels to engage with stakeholders. Primarily, these include:

- A full exhibition in the Palm Court (until 1st June) and East Foyer (from the 1st - 28th June) which will contain 18 large scale illustrated storyboards detailing our masterplan proposals.
- A mobile exhibition on special event days (Diamond Jubilee) which will act as an additional focal point for public engagement in marquees pitched along the South Terrace. Palace staff will be actively promoting the consultation and asking visitors to answer our key consultation questions.
- A dedicated webpage on the Alexandra Palace website showing the proposed regeneration plans and key consultation questions. Additionally, a dedicated Facebook page and regular Twitter feeds will continually promote and update users on the consultation.
- A letter and questionnaire mailshot to all local residents inviting them to comment on the proposals and send in a freepost reply.
- Regular electronic e-shots and newsletter updates to customer databases and voluntary organisations in Haringey
- A number of tours, open days and seminars throughout the consultation period.

6.5 A draft consultation plan is included at Appendix 1 and details planned events for the six week period.

7 Theatre Specialist

7.1 Theatre specialists Bonnar Keenlyside have been appointed by the Trust to undertake an assessment of and evaluate the possibilities for use of the Theatre with a view to developing a sound and sustainable business case. The final business plan will be a fundamental document that will underpin our Heritage Lottery Fund (HLF) grant application in November 2012.

7.2 Bonnar Keenlyside have a wealth of experience in the sector and have worked on a number of high profile projects including the Roundhouse, Hampstead Theatre and the Royal Opera House.

8 Heritage Lottery Fund Specialist

8.1 A specialist HLF consultant has been appointed by the Trust to lead on the preparation and development of a comprehensive HLF bid for formal submission in November 2012. This will likely be based around a large capital investment for the Theatre and supporting public areas (foyer and remodelled access from outside) East Entrance and BBC Studios (centred primarily around a learning and education function – although further thinking will be required).

9 Communications Strategy

9.1 Further revisions have been made to the communications strategy and the timetable has been updated to reflect the changes in the programme related to the public consultation. An updated consultation plan is attached at Appendix 1

10 Summary of forthcoming regeneration milestones

10.1 Key forthcoming regeneration milestones are summarised as follows:

Professional services stage 3

- 10.2 An initial brief for future professional services has been prepared for review. The main services the Trust is expecting to procure in support of the regeneration programme include high level project management services along with specialist procurement, finance and legal services which will likely be required in progressing approaches to the market for commercial partners.

Gateway Review

- 10.5 Gateway Reviews deliver a 'peer review', in which independent practitioners use their experience and expertise to examine the progress and likelihood of successful delivery of a programme.
- 10.6 A Gateway Review has been provisionally timetabled for the first week in July. The process will give an independent and strategic review of the regeneration programme in relation to areas such as governance, risk, finance and overall success. The results of the Gateway Review are expected to be reported to the Board meeting scheduled for the 24 July.

11 Programme Timescales

- 11.1 Final approval from Trust Board to proceed to the next phase of the regeneration programme is now expected to be requested at the July 2012 Board meeting.
- 11.2 The next phase of the regeneration programme will focus on the feasibility of procuring/partnering with an events operator for the live entertainment operation and a hotel operator. Additionally, a major HLF bid will begin to focus on investment requirements and uses of the Theatre and parts of the BBC studios.

12 Consultation

- 12.1 There has been no specific consultation in relation to this report.

13 Recommendations

- 13.1 That the Board notes the on-going regeneration related work particularly in relation to public consultation
- 13.2 That the Board notes the theatre and HLF appointments
- 13.3 That the Board notes the forthcoming regeneration activity

14 Financial Implications

- 14.1 The Trust's Director of Finance notes the contents of this report.

15 Legal Comments

- 15.1 The Head of Legal Services does not consider there to be any immediate legal implications arising from this report.

16 Financial Comments

- 16.1 The London Borough of Haringey CFO notes the contents of this report.

17 Use of Appendices/Tables/Photographs

Appendix 1 – Consultation Plan

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ALEXANDRA PALACE REGENERATION PUBLIC CONSULTATION PLAN

Our aim is to consult with as many people as possible on the strategic masterplan during our consultation period and promote what and how people can get involved in shaping the tomorrows Ally Pally.

Phase 1 – Pre-consultation 13 April – 17 May – promoting what consultation is, who should get involved, how to get involved and why.

Phase 2 – During the consultation – 18 May - 22June – Activate the consultation plan at the end of this document. Have a detailed Q&A document available to download and pick up answering the majority of questions.

Phase 3 – Post consultation 25June-9 July - feedback analysis to be created in to a final report. During this period the website is updated to thank everyone that got involved.

25 July launch feedback on the website using the interactive master plan to show main trends of feedback and 'you said we are considering XXX' on all key questions.

COMMUNICATION CHANNELS

- Alexandra Palace Website: Dedicated regeneration page, promoted from the home page. Visited by 120k per month.
- Exhibition at Ally Pally: the consultation time line at the end of this document explains the daily activity.
- Request or pick up a survey book: We will make survey booklets available at all events, across the site, local libraries, on request by phone or email with free post return.
- Promote the website page through social media channels.
- Promote the website page through local press.
- Host events as outlined in the timeline at the end of this document.

Event channel will ensure data capture so that we can communicate with them in the future and understand our reach post consultation.

THE WEBSITE

A dedicated webpage www.alexandrapalace.com/regeneration will be created on Alexandra Palace's website for further information about the public consultation, which people will be directed to from the home page, promotional literature and press coverage. The regeneration page will host a visual master plan and the main survey; it will be regularly updated with news of events taking place over the six-week period.

COMMUNICATION STRAP LINES

The strap line options for the regeneration sub-brand are:

- *Discovering Your Ally Pally* – collective verb – we are all doing it together –central strand to the brand. This is about the blossoming of Ally Pally. *Discover Your Ally Pally* is the call to action on all material therefore this extension works for regeneration.
- *Shape Your Ally Pally* – makes it about the people and encourages them to take ownership of the future Ally Pally. It's about the journey and signifies there are better things to come. We are looking for a sub brand for this journey which allows people to feel connection and ownership. The People's Palace isn't anything without the connection and ownership of the People.
- *Tomorrow's Alexandra Palace* – This could be a key message or description rather than a strap line. It could focus the consultation about the building not about people.
- ***Tomorrow's Ally Pally* - This could be a key message or description rather than a strap line. It could focus the consultation about the building not about people.**
- *Imagine Your Ally Pally* – collective verb – this invites people to get involved in shaping the future. It could cause confusion during the consultation as this is not a blank paper exercise.

- *Ally Pally Alive* – This could imply that Ally Pally is dead which it isn't – this is the end goal.

LANGUAGE DO'S AND DON'TS

Our aim is to inspire the public to take part in our consultation on masterplan proposals for Alexandra Palace. To do this we need to keep our language simple, jargon-free, to the point and inspirational.

Here's a list of good words and phrases to use and a list of bad ones to avoid.

Do USE

Activities
Asset
Being inspired
Benefits
Better
Boost
Breathe new life into
Change
Choices
Community
Conserve
Destination
Develop
Do you support...?
Energise
Enhance
Enjoy
Entertainment
Exciting future
Family
Famous
Get involved with Your Ally
Pally by...
Historic
Have your say
How this will affect you

Imagine
Impact
Invest
Improve
Learning
Leisure
Live events
Local economy
Magnificent
Modern(ise)
More activities
New facilities
Opportunities
People
People's Palace
Planning for the future
Positive
Potential
Re-awaken
Re-establish
Re-invent
Re-invigorate
Rejuvenate
Renovate
Reproduce
Restore
Revitalise
Revive

Strengthen
Take pride in your Palace
Transform
Uplift
What this means for you

AVOID

Capital repayment
Iconic
Income generation capacity
Prudential borrowing
Robust
RPI indexation
Spatial master plans
Third sector
Turnover
Comes alive

CONSULTATION TIMELINE**Key: MC – Matt Cooke****DW – Duncan Wilson**

Date	Activity	Target Audience	Completed
13 April	Alexandra Palace's Newsletter to be issued promoting consultation to the consumer database	Alexandra Palace's consumer database	Completed
13 April	Press Release to be issued promoting the consultation. Launch the consultation promotion website page	Local press Stakeholders Website users Visitors to Ally Pally	Completed
13 April	Send consultation plan to Board for comment	Board of Trustees	Completed
17 April	Deadline for Board of Trustees comments on consultation plan	Board of Trustees	Completed
17 April	DW to review public consultation plan and Board's comments	DW	Completed
25 April	DW briefing Exposure Organisation Ltd on regen opportunities	Local disadvantaged children charity	Completed
25 April	DW to sign off design of the website, social media pages, survey book and exhibition style.		Completed
26 April	DW to give a presentation on regeneration to Alexandra Palace Residents Association and test out consultation questions.	Alexandra Palace Residents Association	Completed
End of April/Early May	DW and MC to brief council members on regeneration and public consultation.	Local council members	In Progress
May	Feature on Regeneration/Public Consultation in Haringey People magazine.	Local community	Completed
1 – 4 May	Production and development of consultation material.		Completed
4 May	DW to brief Lynne Featherstone MP on the regeneration and public consultation		Completed
8 May	DW to brief David Lammy MP and Lynne Featherstone MP on regeneration.	Local MPs	Completed
8 May	DW & Matt Cooke to brief Labour Party members on regen and public consultation	Local Labour Party members	Completed
9 May onwards	DW to brief key interest groups, telling them about the public consultation and regeneration plans.	Chairmen of Alexandra Palace's Friends Groups, Residents Associations, and Local Trade/Business Groups	In Progress
9 May onwards	DW to brief key ambassadors and influencers telling them about the public consultation and regeneration plans.	Opportunity to attract support for our vision	In Progress
9 May	DW to brief Gordon Hutchinson and Friends of Alexandra Park AGM on consultation and regeneration	Friends of Alexandra Park	Completed
10 May	DW to brief Building Design and give journalist a site tour	Trade Press	Completed
14 May	DW to brief Ham & High, Hornsey Journal on public consultation	Local Press	Completed
16 May	DW to brief The Times on regeneration and public consultation and give journalist a tour.	National Press	Completed
17 May	Press release issued on masterplan and consultation	National, Local, Trade, Event, Heritage, Arts, Business & Property Media	Completed

17 May	Potential local press articles to start appearing	Local community	Completed
17 May	DW to brief Alexandra Palace Organ Trust (Hugh MacPherson) on regen and public consultation	Interest group	Completed
18 May	Launch alexandrapalace.com/regen section of the website	General Public	Completed
18 May	Launch the new section of the Facebook Page	General Public	Completed
18 May	Launch the Regeneration Exhibition	General Public	Completed
18 May	Launch the updated twitter site for Regen	General Public	Completed
18 May	Potential London/national press articles to start appearing	London community	In Progress
18 May	Public Consultation begins with public exhibition of Farrell's master plan exhibition in Palm Court	All public, Palace & Park users	In Progress
18 May onwards	DW to brief statutory bodies telling them about the public consultation and regeneration plans.	Opportunity to attract support for our vision	In Progress
19 –20 May	Weekend 1: Red Bull BMX Event in the Park	10k plus Event attendees and park users.	Completed
18-23 May	Exhibition to Londesborough Room		
20 May	Send release to event trade	Events trade	Completed
19-21May	Send out images and release to local press for the launch of the exhibition linked to the Redbull event	North London	Completed
20 May	First set of regen social media messages	Facebook users an twitter followers	Completed
21 May	DW to brief Haringey Independent (originally planned for 14 May)	Local press	Completed
21 May	DW to brief park tenants on regen and public consultation	Park Tenants	Completed
23-30 May	Exhibition moves to the Palm Court	Public	In progress
21 – 25 May	Public exhibition continues in Palm Court	All public, Palace and Park users targeting footfall in the Bar and Kitchen.	In progress
21 –25 May	One-to-one stakeholder briefings to be held	Stakeholders, interest groups, influencers, statutory authorities.	In progress
22 May	SAC/CC to formally discuss regeneration proposals, have exhibition tour and put advice to the Board of Trustees.	SAC, CC, Board of Trustees	Completed
22 May	DW to brief Simon Vaughan (APTS), John Thompson (APTG), Clive Carter (Studios), and Bob Hare (Theatre)	Alexandra Palace Television Group, Alexandra Palace Television Society, Friends of the Theatre and Friends of the Studios	Completed
23 – 30 May	MC letter to be sent to local councillors promoting regen	Local councillors	
25 May	Send residents mailer with survey book, exhibition time table and covering letter.	Local residents	
25 May	Second Set of Social Media messages	Facebook users an twitter followers	
25 may	Lamp post banners being installed to Alexandra Palace Way	Targeting 220k cars driving through the road	In progress
25 –27 May	"I'll be your Mirror" – festival	6k event goers - family and over 25 audience.	
26 –27 May	Weekend 2: Open Day: BBC Studios, Theatre Foyer (and Theatre) & potential lectures by conservation architects Donald Insall Associates on history of Alexandra Palace and Farrells & Partners Architects	local community, equality groups and interest groups target 300-400.	
28 May –1 June	Public exhibition: Palm Court	All public, Palace and Park users,	
29 May	MC to brief Haringey Business Board (& North London Business Board) on regen and public consultation	Local businesses	
4 June	Regen e-shot to all AP database		
1-28 June	Exhibition moves to Ice Rink	Public	
1 June	Third Set of social media messages inc DJ	Facebook users an twitter followers	

3 June	Exhibition moves to South Terrace	Public	
2 – 5 June	Weekend 3: Diamond Jubilee Celebrations in the Park. Marquee on the south terrace inviting passers by to complete a survey.	2k+ local families and 15-25.	
5 June	4 th set of social media messages	Facebook users and twitter followers	
7 June	Board of Trustees to consider SAC's advice on regeneration.	Board of Trustees	
8 June	DW to brief GLA – London Mayor's Office	GLA	
9 June	5 th Set of social media messages	Facebook users and twitter followers	
9 –10 June	Weekend 4: Public exhibition: Ice Rink Foyer	Ice Rink users, local community.	
11 June	DW to brief Muswell Hill and Fortis Green Association on regen and consultation	Local residents	
11 –15 June	Public exhibition: Ice Rink Foyer	Ice Rink users, local community.	
11 – 15 June	Primary School event -guided visit and competition for school children.	Haringey Primary Schools	
11 –15 June	One-to-one off-site stakeholder briefings	Interest groups, cultural partners.	
14 – June	DW to brief The Rookfield Association on regeneration and public consultation	Local residents	
16 –17 June	Weekend 5: Public exhibition in the Ice Rink Foyer Potentially take this out to the South Terrace depending on Footfall.	Ice Rink users, local community, Park users.	
18 or 20 June TBA	DW to brief Palace View Residents' Association on regen and public consultation	Local residents	
18 –22 June	Public exhibition in the Ice Rink	Ice Rink users, local community.	
18 –22 June	One-to-one stakeholder briefings to be held	Interest groups, cultural partners.	
22 June	Public Consultation closes and feedback will be gathered	Alexandra Palace management	
25 June	Update website and other channels to thank everyone that got involved and results will be published soon...	General Public	
25-29 June	Post consultation analysis		
26 June	DW to brief Libby Blake, Director of Children's Services, London Borough of Haringey on regeneration, learning opportunities and public consultation	London Borough of Haringey	
27 – 28 June TBA	Diversity group workshops at AP	Young, elderly, and disabled groups locally	
2 July	DW to brief Warner Estate Residents Association's AGM on regen masterplan	Local residents	
2 July	Consultation findings report sent to Alexandra Palace		
2-6 July	Create and produce key outcomes to report back to the general public via the website page.		
3 July	DW group briefing with Schools Literacy Coordinators on regen and learning possibilities	Local school literacy coordinators	
10 July	New London Architecture Awards – Farrells nominated for 2012 Masterplanning category for Alexandra Palace	Potential trade and local press story	
11 July	Potential press announcement if Farrells win award	Local press	
Tues 17 July	SAC/CC will be briefed on public consultation feedback	SAC/CC	

Tues 24 July	DW to report back to the Board of Trustees on public consultation feedback.	Alexandra Park & Palace Board of Trustees	
25 July	Update regeneration page with consultation results.		

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is exempt

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