

Felicity Foley,
Committees Manager

0208 489 2919

felicity.foley@haringey.gov.uk

08 October 2021

To: All Members of the Alexandra Palace and Park Board

Dear Member,

Alexandra Palace and Park Board - Monday, 11th October, 2021

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:

- 9. CEO'S REPORT (PAGES 1 - 10)**
- 11. FABRIC MAINTENANCE PLAN (PAGES 11 - 20)**
- 12. MAST LIGHTING POLICY (PAGES 21 - 24)**

Yours sincerely

Felicity Foley, Committees Manager

This page is intentionally left blank



ALEXANDRA PARK AND PALACE CHARITABLE TRUST
BOARD MEETING
11 OCTOBER 2021

Report Title: CEO's Report

Report of: Louise Stewart, Chief Executive Officer

Purpose: This report updates the committees on current issues and projects at Alexandra Park and Palace. It also provides additional information on the events programme and a range of activities of the Charitable Trust.

Local Government (Access to Information) Act 1985 - N/A

1. Recommendations

1.1 To note the content of this report;

2. Pandemic Update

- 2.1 The East Court reopened to the public mid-September and will be open seven days a week, 9am-5pm. There is currently no food or beverage offer in this space other than when theatre events are scheduled. Future provision is being planned.
- 2.2 The Phoenix Bar & Kitchen was refurbished and reopened in time for the first big large music concert on 23 September. The Terrace bar closed on 12 September.
- 2.3 The Covid testing centre in The Paddocks has now closed and the area is now open to the public and available for event car parking. The weekly Farmers Market and Parkrun have returned.
- 2.4 The Phoenix Bar & Kitchen reopened on 23 September with a new back bar, décor and pizza oven, serving 190 pizzas on the first night.
- 2.5 An application is underway for round 3 of the Culture Recovery Fund. Conversations are also underway with the Corporate Trustee in relation to our future funding requirements to ensure that we have the financial resources to recover from the pandemic and maintain sufficient resources to deliver our obligations to care for the Park and Palace and keep them safely open to the public to enjoy.
- 2.6 The Trust has now moved into the next phase of our return to work, with more employees on site more frequently. Covid safe measures continue to be regularly reviewed for staff and the public.

3. Equality, Diversity & Inclusion (EDI) Action Plan

- 3.1 A summary of the Trust's EDI Action Plan is now published on the website <https://assets.alexandrapalace.com/content/uploads/2021/09/Summary-Equality-Diversity-and-Inclusion-Policy.pdf>

4. Repairs, maintenance and improvements

4.1 Lighting

- 4.1.1 We continue to regularly assess the lighting across the site and have been working through the backlog of faulty lights in the parkland. The issues are arising because of the age of the underlying infrastructure, which needs to be addressed. Surveys have taken place for like for like replacement in recurring problem areas but the funding is not available to implement this.
- 4.1.2 In the meantime we have been working on a solar lighting pilot in the Dukes Avenue area to address the issue in this location on a temporary basis whilst testing a modern and more energy efficient solution for the wider park.
- 4.1.3 A fuller report on our strategic approach to lighting the park will be presented to a future board meeting.

4.2 South Slope Path Repair

- 4.2.1 The Trust is currently undertaking repairs to the path on the South slope. It is expected to be completed by the end of October, in advance of the Fireworks Festival build.
- 4.2.2 The West Hall rewire and lighting project is complete (see images at Appendix 1). The discharge lighting has been replaced with LEDs to reduce our energy consumption and electricity costs, making us a more environmentally friendly and cost-effective.. The project has been delivered thanks to additional grant funding from Haringey Council from its own resources and via an interest free loan from Salix, with the capital costs repaid through savings in our utility bills in the coming years.

- 4.3 Decisions on the external signage, composting toilet, and outdoor beer garden (advertising, planning and listed building) applications brought to the SAC/CC in March have been deferred until 7 October. Due to annual leave on both sides (the Charity and the Council's planners) further conversations around the proposed festoon lightings and a site visit had not been able to take place until September. If a decision is communicated to the Trust ahead of the Board meeting a verbal update will be provided.
- 4.4 Fire Alarm upgrades to West Hall have been installed and rewiring/new devices to associated spaces including Palm Court, and progress on Great Hall systems are being installed with rewiring/new devices to follow to associated spaces. Old systems will remain live until the planned change over to the new enhanced installations.

4.5 Other maintenance and repairs:

- Transmitter Hall external access ramp substantially renewed
- Roof leak repairs: NW Hall/BBC Tower/Panorama Room lobby/Palm Court entrance, including replacing broken arctic glass to curved window
- East Court domes and atriums – Glazing repairs & part resealing vents
- Palm Court domes and atriums – Glazing repairs & part resealing vents
- Event Control Room spaces - Large and Small refurbished
- Rewiring to Great Hall serveries
- Redecoration of degraded front and back of house areas
- Great Hall roof – Glazing service (2 bays out of 30no.)
- SE Office Building Staircase – Scaffold access and investigations to defective beam
- Preventative masonry repairs to Palm Court Entrance/Great Hall North elevations
- CCTV Future Proofing Upgrade works. New decoders installed, coupled with the latest touch screen controllers
- GSM (Global System for Mobile Communications) units installed in Passenger NW lift, Good NW lift, Area 7 lift and Marble Area 1 lift
- PAVA fault investigation and rectification of Security Rack Controller fault
- Replacement of Damaged Lamp post number 209.
- Repair to Great Hall overhead door following insurance inspection.

4.6 At the last meeting we incorrectly reported that we had completed work on the Great Hall Bridge (renewed asphalt to steps/bridge landing, structural repairs to bridge arches, cast iron columns and beams). Work was not actually conducted but structural advice was obtained.

5. Creative Learning

5.1 Four week-long Summer Creativity Camps were held through the school holidays, with each week ending in a performance. This year's themes were: Theatre, Junkyard Orchestra, Outdoor sculptures and Breakdancing.

5.2 Artist Alix Smith has created a piece of art that is now displayed in a tree near the rose garden to launch the new 'Stories by Moonlight' project. The aim of the project is to inspire families to read bedtime stories together outside in nature and this is a soft launch through the autumn and will be rolled out in full next year.

5.3 A new partnership with Haringey's Global Cinema Club has been formed and is a volunteer led community cinema club that celebrates Haringey's cultural diversity. Their aim is to showcase some of the best non-English language films from around the world. The first film shown at Ally Pally was the Oscar nominated film Mustang on 16 September, which was attended by 47 members of the Turkish community.

5.4 In September the team also delivered a Park tour to a group of 15 people from an NHS Arts and Wellbeing group under the Social Prescribing scheme.

5.5 The Creative Learning Wellness Centre has reopened and is hosting a variety of events and activities.

5.6 Haringey Music Service returned this month, with a session on Diversity, Representation and Inclusion in Music Education.

- 5.7 More than 60 people attended the first 3 sessions Five Bells Computer Club, which will be running from the space every Tuesday. The initiative provides opportunities for older people and others to learn about accessing technology. Meanwhile, Singing for the Brain, a partnership between the Palace and the Alzheimer's Society, which runs a choir for people with memory issues, returns on 30 September.
- 5.8 Weekly workshops for young carers return to the Creativity Pavilion on Thursdays. The sessions are run in partnership between the Palace's Creative Learning team and Haringey's Early Help and Prevention team to provide a supportive and creative respite space for young carers from across the borough.
- 5.9 Culture Bubble webinar series has continued to provide opportunities for young people to debate key cultural issues and learn about careers in the creative sector. August's seminar was led by a panel of female backstage professionals. September's webinar will be an opportunity to hear from established artists working in Public Art.
- 5.10 120 Haringey school children participated in big tree climbing opera event, provided by The Great Big Tree Climbing Company, alongside expert singing leadership to explore simple folk songs of the forest as they climb.
- 5.11 Para Dance UK & Alexandra Palace partnered for the third year running for Youth Games Dance Competition 2021. Our theme this year is "Big Live Moments" celebrating the return of live performances and drawing from artists stand out live performances over time. 13 SEND schools have signed up with 257 learners with disabilities taking part in this years event. Over the summer months we have been busy putting together lots of fun routines and creative content to get you all competition ready which launched in September.
- 5.12 A new group of Creative Learning Team volunteers have started monthly sessions in the Park, they are currently working on tidying up the Rose Garden.
- 5.13 In partnership with Haringey Council, the Ice Rink has seen a big take up of the subsidised ticket offer from the following groups:
- Early help Family Support workers – Work with vulnerable families
 - Adfam Family Support Co-ordinator – Families affected by a loved ones alcohol use
 - Haringey Gold – Community Safety youth intervention programme
 - Broadwater Farm Community Centre via Clasford Stirling MBE – part of youth intervention work for local young people
 - HR Sports Academy/Holiday Activity and Food Programme – Holiday initiative predominantly focusing on Family/young people on Free School Meals
 - Project 2020 – Homes for Haringey Youth centre based in Northumberland Park
 - Bruce Grove Youth Space – Haringey Council run Youth Centre in Bruce Grove
- 5.14 There have been 6 community group rehearsals in the Creativity Pavilion and Transmitter Hall.

5.15 Learning and participation events since the last meeting and upcoming (up to December):

13 September	Stories and Moonlight installation-Park (near Rose Garden)
Tuesdays weekly	Five Bells Computer Club-Creativity Pavilion
16 September	Haringey Global Cinema Club-Creativity Pavilion
Friday's weekly	Giant Tree climbing Song Sessions-Park
Thursdays (weekly)	Haringey Young Carers Event-Creativity Pavilion
Thursdays (weekly)	Singing for the Brain-Transmitter Hall
27, 29, September	First Step Classes-Transmitter Hall
29 September	Culture Bubble presents Artists Talk-Online

5.16 Thank you to the Friends of the Park and our volunteers who conducted visitor surveys in the Park in August. The results will play a part in helping us to prioritise future projects and improvements as well as giving an overall insight into visitor satisfaction, perceptions and user demographics.

6. Activities and Events

6.1 The Outdoor Events programme is included in the events schedule attached at Appendix 2. Currently scheduled are 3 events at 75db, 1 event at 70db and 1 event at 65db, which fall within the permitted events within the variations in the outdoor events licence.

6.2 The SAC/CC are asked to note the dates for Primal Scream (16 July 2022), Fat Freddy's Drop (22 July 2022) and Kaleidoscope Festival on Saturday (23 July 2022) over an 11 day period. There are also discussions for possible events on Sunday 17 July and Sunday 24 July 2022. Rather than spread these events out over many weekends across the summer, it was felt that holding these events over a 2 week consecutive period would minimise any impact on the park, park users and our neighbours.

6.3 A road closure would be required for 8 days (6 full days) over that 11 day period to allow the events to take place. A day-by-day breakdown is shown below. The south slope area itself would be unavailable throughout this period with it fully lifted on Wednesday 27 July 2022.

6.4 July 2022 Park events impact:

Thursday 14 July, build up on South Slope, road closed from midday, noise level not applicable.

Friday 15 July, build up on South Slope, road closed all day, noise level not applicable.

Saturday 16 July, Primal Scream Concert on South Slope, road closed all day, sound level 70 decibel.

Sunday 17 July, Event on South Slope to be confirmed, road closed all day, sound level 65 decibel.

Monday 18 July, Breakdown on South Slope, road opened at mid-day, noise level not applicable.

Thursday 21 July, build up on South Slope, road closed from midday, noise level not applicable.

Friday 22 July, Fat Freddy's Drop Concert on South Slope, road closed all day, sound level 75 decibel

Saturday 23 July, Kaleidoscope Festival on South Slope, South Terrace and in West Hall, road closed all day, sound level 75 decibel.

Sunday 24 July, Event on South Slope to be confirmed, road closed all day, sound level 75 decibel.

Monday 25 July, Break down on South Slope, road opened at mid-day, noise level not applicable.

6.5 Table of noise complaints calendar year to date:

Month-Event-No. of complaints

25 July 2021 -Kaleidoscope-no complaints

7 August 2021 -Streatlife-1 complaint

22 August 2021 -Streatlife-2 complaints

Total number of noise complaints received (2020/21 1st Apr-31st March) -3

7. Legal Implications

- 7.1 The Council's Head of Legal & Governance is being consulted in the preparation of this report, and any comments will be reported at the meeting.

8. Financial Implications

- 8.1 The Council's Chief Financial Officer is being consulted in the preparation of this report, and any comments will be reported at the meeting.

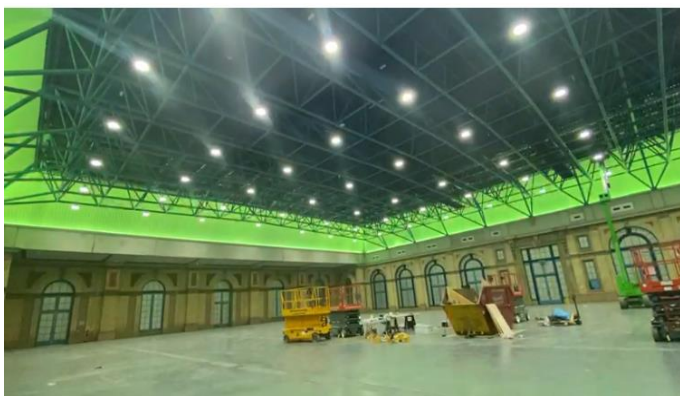
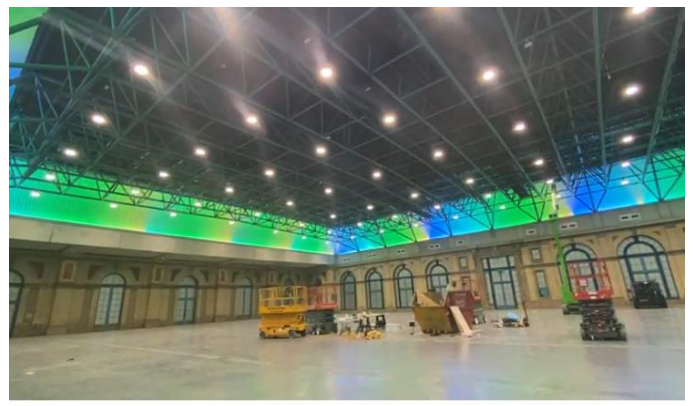
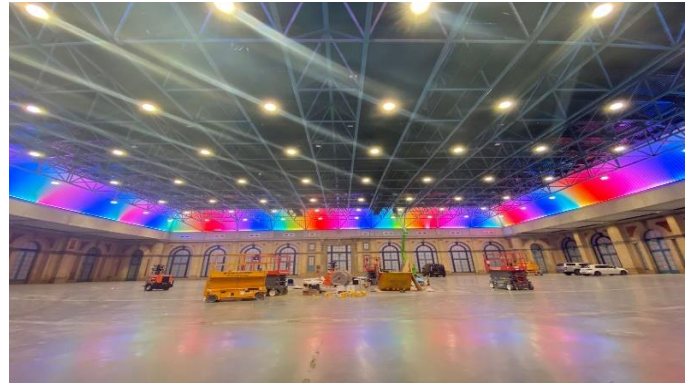
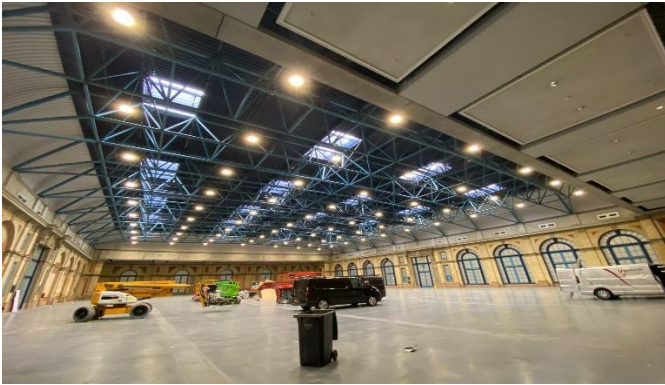
9. Use of Appendices

Appendix 1 – West Hall lighting images

Appendix 2 – Schedule of events

Appendix 1 – text description: Images of the West Hall lighting colours and sequences

Item 5 - Appendix 1 – West Hall Lights Complete



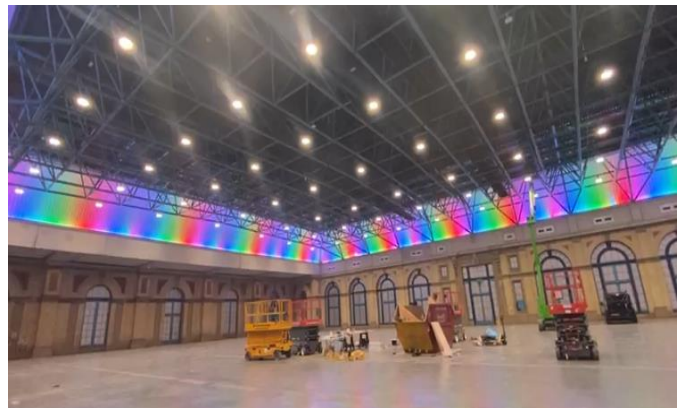
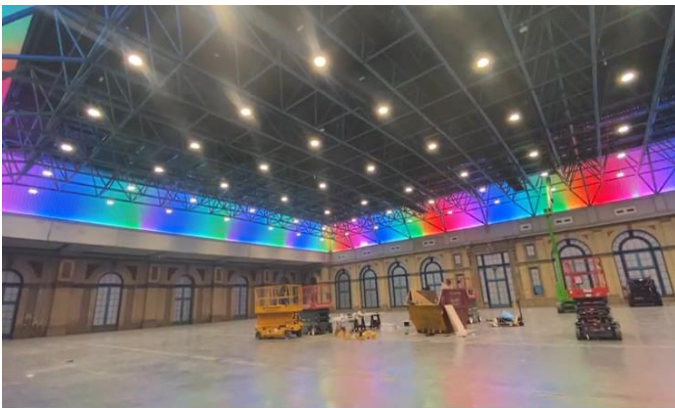
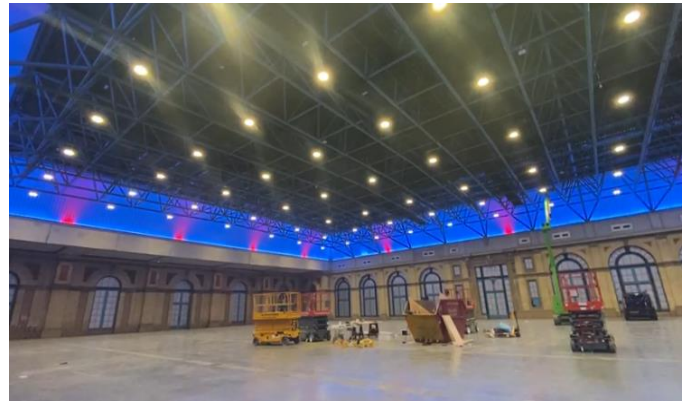
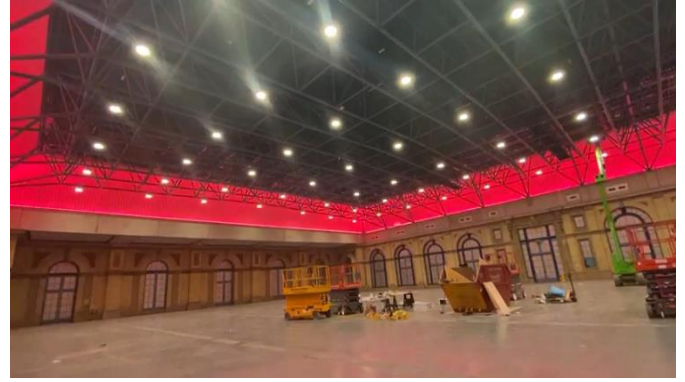


Table A Theatre shows

25 Sept	Adam Kay - This is Going to Hurt
2 Oct.	Fi Glover and Jane Garvey
3 Oct	An evening with Aldo Kane
13-19 October	Earth Shot Awards
12 October	Spoken word event
21 Oct	Yotam Ottolenghi & Noor Murad (spoken word)
22-23 Oct	Simon Amstell comedy
24 Oct	Crouch End Festival Chorus
30 October	Millionaire Makers Concert
9 Nov	Lady Anne Glenconner
11 Nov	Black Midi (concert)
12 Nov	Yussef Dayes (concert)
14 Nov	Iain Stirling: Failing Upwards (comedy)
16 Nov	Rutherford & Fry - The Complete Guide to Everything
17 Nov	Giovanna Fletcher(spoken word)
20 Nov	Saint Etienne
26 Nov-9 Jan	A Christmas Carol
12 Feb 2022	Whitney – Queen of the Night

Table B – Confirmed Large Events

DATE	Event	Location
23-25 Sept	Dermot Kennedy	Great Hall
28 Sept	Freight in the City	Great Hall
30 Sept	Tom Grennan (concert)	Great Hall & West Hall
1 Oct	Yungblud (concert)	Great Hall & West Hall
7-10 Oct	The Knitting and Stitching Show	Great Hall & West Hall
23-24 Oct	Tattoo Show	Great Hall
28 Oct	Fontaines DC concert	Great Hall & West Hall
29 Oct	DMA's (concert)	Great Hall & West Hall
30 Oct	Bauhaus (concert)	Great Hall & West Hall
5-6 Nov	Fireworks	Park
11 Nov	Suede (concert)	Great & West Hall
12-13 Nov	London Grammar (concert)	Great & West Hall
19 Nov	Glass Animals (concert)	Great & West Hall
20-21 Nov	Sam Fender	Great Hall & West Hall
4 Dec	Enter Shikari concert	Great Hall & West Hall
6-9 Dec	Mosconi Cup	West Hall
15 Dec – 1 Jan	Darts	Great & West Hall
6-12 Dec	Christmas on Ice (The Nutcracker)	Ice Rink
9-16 Jan 2022	World Snooker Masters	Great Hall & West Hall
25 Feb 2022	Mogwai concert	Great Hall & West Hall
4 March 2022	Gojira	Great Hall & West Hall
5 March 2022	Disclosure	

Table C – Park Events

Date	Event	Areas
Park Events 2021		
8 - 11 March 21	Unit Base (Filming)	Fairground, East Car Park
12 April - 31 May 21	Drive in	Pavilion
12 April – 1 Sept.21	Bar on the South Slope	Park
12 April - 1 Sept. 21	The Terrace	The terrace
24 April 21	Orienteering	Park
8 June 21	Stills shoot filming	Park
11&25 June / 8&9 July 21	Tree climbing song sessions	Park (near Go Ape)
13 - 16 June	Unit Base	Pavilion
18 - 21 June 21	Segway	Park
21 June 21	Filming (by Hornsey gate)	South Terrace/ Lyme Avenue
23 June 21	Filming	South Terrace/ Skate Park/ Boating Lake
23 June - 29 June	Unit Base	Fairground
26 June (every Saturday)	Park Run	Park (lower Road)
26 - 27 June 21	Streatlife	Panorama Room, Park
3 July	Park Run	Park (lower Road)
5 - 9 July	Unit Base	Fairground
10 July	Park Run	Park (lower Road)
10 - 11 July 21	Streatlife	Panorama Room, Park
17 July	Park Run	Park (lower Road)
23 July 21	Provisional Music Park Concert	South and East Slope
24th July	Park Run	Park (lower Road)
24 July 21	Kaleidoscope	All areas
25 July 21	Provisional Music Concert	South and East Slope
24 - 25th July 21	Streatlife back up	All areas/ Panorama Room, Park
3 - 5 August (TBC)	Unit Base	Fairground
6 August 21	Corporate Sports Day	Upper Field
6 - 9 August 21	Segway	Park
10 - 16 August 21	Cycle Show	Pavilion, East side of the park
18 - 20 August (TBC)	Unit Base	Fairground
7 - 9 September 2021	Private Drone event	Park - East Slope
19 September 21	YMCA Fun Run	Park
1 - 4 October 21	Segway	Park
24 - 25th July 21	Streatlife back up	All areas/ Panorama Room, Park
1/2 day in Oct	Filming	South Slope
5-6 November 21	Fireworks	ALL AREAS
Park Events 2022		
13 Feb 2022	Running Event	Park
19 - 24 April 2022	Cycle Show	Great Hall, West Hall, Palace Suite, Londesborough Room, Park
3 - 4 June 2022	Streatlife	Panorama Room, Park
18 - 19 June 2022		Panorama Room, Park
29 - 30 July 2022		Panorama Room, Park
30 June - 4 July 22	Red Bull	ALL Areas
16 July 2022	Primal Scream music concert	South and East Slope
17 July 2022	Provisional Music Park Concert	South and East Slope
22 July 2022	Fat Freddy Drop	South and East Slope
23 July 2022	Kaleidoscope	All areas
20 July 2022	Summer Festival	South Slope
25 - 28 August 2022	Communion / FKP Summer Series	Pavilion, Park
2-7 November 2022	Fireworks	ALL AREAS



ALEXANDRA PARK AND PALACE CHARITABLE TRUST BOARD

11 October 2021

Report Title: Fabric Maintenance Annual Update

Report of: Neil Coe (Building Surveyor), presented by Emma Dagnes (Deputy CEO)

Purpose: This cover report summarises the annual review of the Fabric Maintenance Plan and seeks the Board's approval to note and proceed with the recommended priorities.

Local Government (Access to Information) Act 1985 N/A

1. Recommendations

- 1.1 To note progress made in 2020/21 despite the challenges of the very limited budget, increasing number of severe weather events placing additional pressure on the assets.
- 1.2 To approve adjustments to priorities as listed below with more detail to be presented at the meeting:

Sector 1 –West Entrance, Palm Court and Adjoining Spaces

- Priority A Straighten, repair & reglaze external WSY doors
- Priority A Palm Court Roof -Glazing overhaul & repairs
- Priority A Palm Court extras and straightening of 1no vent
- Priority A Palm Court minstrel gallery rooflights
- Priority A Roof Access Palm Court July 2020 and August
- Priority A Palm Court West Atrium -replace GWG glass next to door exit
- Priority A West atrium Replacement of 2No door stays
- Priority A Palm Court Glazing Repairs Access –January 2021
- Priority A Palm Court Roof Repairs January 2021
- Priority A/B SW Pavilion roof repair and decoration **DEFERRED**
- Priority A/B Palm Court arched window glazing repairs and access windows
- Priority A/B Redecoration

Sector 2 –West Hall, West Corridor and Adjoining Rooms - Priority A/B Redecoration

Sector 3 –Service Yard, Stores and North West Tower

- Priority A/B West hall Organisers office corridor redecoration works
- Priority A Security corridor/staircase redecoration works
- Priority A Level 5 corridor/staircase redecoration works
- Priority A Balance for West Yard Acoustic Doors
- Priority A Replace rooflights over Marble Staircase

- Priority A West Hall inner shutter emergency screen and door and repairs to existing doors
- Priority A Roof leak repairs
- Priority B North West Service Hall roof access install **DEFERRED**

Sector 4 –South West Tower

- Priority A SW Tower Masonry Repairs & Reinstatements
- Priority A Access -spider hire, generator and leads
- Priority B SW Tower renew roof, windows and internal scaffold **DEFERRED**

Sector 5 –Panorama Room and South West Colonnade

- Priority A Emergency repairs to PR link roof
- Priority A/B -SW Colonnade floor slab renewal (2 bays) **DEFERRED**
- Priority B SW Colonnade & West Light well roof access install **DEFERRED**

Sector 6 –The Great Hall

- Priority A Great Hall floor patching repairs
- Priority A Spaceframe sample decoration panel
- Priority A Spaceframe welding repairs
- Priority A GH/NY Bridge/fire escape Structural survey & recommendations
- Priority A CAD elevations Bridge/GH North
- Priority A/B Great Hall Partial Redecoration January 2021
- Priority A Great Hall/North Service Yard Bridge & Stairs structural fees
- Priority Additional welding to the space frame September 2020
- Priority A Great Hall Spaceframes -External Redecoration
- Priority A Great Hall Glazing Servicing & Replacements
- Priority B Carry out feasibility for resurfacing the entire floor to Great Hall **DEFERRED**

Sector 7 – Ice Rink and Adjoining Spaces

- Priority A Ice Rink Duct Trims
- Priority A Smoke Vents Replacement
- Priority A/B Works to Ice Rink Perimeter Flat Ceiling
- Priority A Plinth & surround works Ice Rink & Café
- Priority A Additional masonry works to Ice Rink west wall
- Priority A Remedial flooring works
- Priority A Ice Rink West Staircase -Replastering and renewal
- Priority A/B Ice rink partial redecoration to doors, by stands, East Corridor plinths & East Lightwell
- Priority A Glazed roof lantern (West) over Ice Cafe/Reception
- Priority A Roof repairs (south)
- Priority A Upgrade works to low ceiling, ice pad, replacement kicker boards
- Priority A Essential barrier works
- Priority A Sump pit waterproofing Snow pit & plantroom pit

Sector 8 –Theatre, North East Tower and Adjoining Spaces

- Priority A Theatre ceiling joist hanger installation-East & General
- Priority A Door Refurbishments
- Priority A Theatre ceiling joist hanger installation-East end
- Priority A Spider access for bi-annual inspections of ceiling, walls & proscenium arch
- Priority A Theatre Bi-annual ceiling, proscenium arch and walls inspections January 21
- Priority A Theatre auditorium ceiling -Additional strengthening works structural advice
- Priority A Theatre Stage propping scaffold inspections 2020/21
- Priority A/B Redecorations

Sector 9 : Former BBC Studios

- Priority A Door refurbishments East Lightwell
- Priority A/B East Lightwell replacement ceiling tiles
- Priority B East Lightwell roof access install **DEFERRED**

Sector 10 : South East Tower and Adjoining Spaces

- Priority A BBC Tower 4th floor CEO office -Prop and resecure
- Priority B BBC Tower -Additional decorations after rewiring
- Priority A Door refurbishment
- Priority A/B Decoration & repairs to staff toilets, part offices & corridor
- Priority A BBC colonnade office cornice -urgent works Jan 2021
- Priority A Over felting to leaking zinc roof over BBC link/toilets **DEFERRED**
- Priority B Extra over to renew roof with zinc coverings **DEFERRED**
- Priority A/B Redecoration

Sector 11 : East Court, Ice Rink Foyer and Adjoining Spaces

- Priority A East Court Roof -Glazing overhaul & repairs
- Priority A Glazing Works to East Court -Retention for glass changes
- Priority A East Court Roof -Access -July 2020
- Priority A East Court ramp Yorkstone pinning & rebedding
- Priority A East Court Roof Repairs March 2021
- Priority A Equipment hire for East Court Roof Repairs March 2021
- Priority A SE office building staircase renew beam and ceiling
- Priority A/B Zinc roof renewal and parapet repairs over corridor **DEFERRED**
- Priority A/B Glazing repairs to East Lightwell

Sector 12 : South Basement

- Priority A -Coniston -Retention
- Priority B Annual structural survey **DEFERRED**

Services : Life Safety

- Priority A Replace 2 x CBS units West Hall Gantry
- Priority A Tank 1 + 2 remedial works
- Priority A Replacement of 1 x aspiration unit in Palm Court

Services : Critical

- Priority A/B B&K distribution board and Skate hire distribution board
- Priority A/B Move isolator, contactor &DB from gantries to accessible location x6
- Priority B South Terrace Power Supply
- Priority A Power distribution 5 year fixed wiring testing 20% per year
- Priority A Repairs to Back-up generator Main Building
- Priority B Back-up generator Main Building **DEFERRED**
- Priority B Power distribution 5 year fixed wiring testing remainder **DEFERRED**

Services : Operational

- Priority A West Yard Goods Lift additional enclosing
- MOB Controls & further works Supply & Fit 1 No Safety Control Board
- Priority B Re-location of Air conditioning Unit PC4
- Priority A Supply & Install 3 x 2000L Flamco Expansion
- Priority A Palm Court disabled internal doors
- Priority A Palm Court plantroom -Replace B&K hot water booster set
- Priority C Remove redundant chiller to North Yard serving Palace Suite
- Priority A BMS remedial works -Replace 7 Belinodampers

- Priority A Replace insulation on AHUs and pipework on level 5 roof
- Priority A/B Upgrade of BMS system
- Priority A Roof cleaning
- Priority A Clean up pipes and repaint with waxlow paint
- Priority A Pipe modifications on Level 5 roof plant
- Priority A Install and commission new DP switch on Boiler 1
- Priority A Replace PCB and fan/motor
- Priority A Replace 9 flow control valves East Corridor smoke vents

2. Background

- 2.1 Further to the preparation of the 10-year Fabric Maintenance Plan by the Surveyor to the Fabric, Purcell, in 2014 an update has been undertaken and the priorities for Year 7 2020/21 are set out within Appendix 1.
- 2.2 Over 10 years the plan identified that the Trust needed to spend £14.7m on the building fabric repairs, services repair/renewals, and improved roof access. This covered maintaining and repairing the existing elements, rather than wholesale enhancements which would be covered by major projects. The Trust's capital budget and project funds do not cover all of the scheduled works.
- 2.3 The services elements (electrics, fire systems etc.) on the Theatre, East Court and BBC Studios were excluded from the FMP, as complete redesign and renewal was envisaged under the East Wing Restoration Project (EWRP). Similarly, the services installed in the new West Yard Building post-date the original FMP.
- 2.4 Overall progress since the last review of the 10-year Fabric Maintenance Plan is:
- | | | |
|----------------|-------|--|
| Fabric items | 29.2% | (actual against target of 67.0% for end of Year 6) |
| Services items | 57.7% | (actual against target of 67.8% for end of Year 6) |
- 2.5 Figures on progress are also available for last year where the normal reporting cycle was disrupted by the pandemic with:
- | | | |
|----------------|--------|--|
| Fabric items | 33.7% | (actual against target of 75.7% for end of Year 7) |
| Services items | 68.87% | (actual against target of 75.9% for end of Year 7) |
- 2.6 The requirements (not actual funds available) break down as:
- | | | |
|---------------------------|----------|-------------|
| Building Fabric Repairs | 18.5% of | £11,850,200 |
| Services Repair/Renewal | 44% of | £2,569,400 |
| Roof Access Installations | 1% of | £279,800 |
- 2.7 Year 6 continued to focus on Health and Safety and making the building weather-tight, and the significant deterioration to the East Court and Palm Court glazed domes and atriums began to be addressed with initial urgent repair packages. Additional resources were found in Year 7 and 8 for the full survey and external servicing to the East Court and Palm Court glazing, and external servicing and repairs to part Great Hall roof glazing (2 out of 16 bays), which largely coincided with lockdown and the main event spaces being out of use.
- 2.8 The deferral of the TV studios restoration (originally part of EWRP) will delay the progress of the FMP scheduled fabric repair and services renewal in these areas into Year 8 and beyond.

- 2.9 Installing safe access to all roof areas has been deferred further (with previous progress on East Wing Restoration Project and West Yard Project in Year 4 and part Great Hall in Year 3), due to other H&S and operational priorities. LBC has been granted for the Great Hall roof access upgrade, but only part has been implemented, and elements of the consent may benefit the potential proposal of a Skywalk and to improved maintenance access provision.
- 2.10 The condition of the East Court and Palm Court glazing, gutters and leadwork has improved, with full abseil access gained to both domes and all atriums. We introduced a bi-annual glazing service in Year 6 and the aspiration was to bring the East Court and Palm Court back into reasonable and serviceable condition within 1.5 to 2 years. This has already been achieved between Year 7 and 8 and to take advantage of the lockdown, and reduced use of public spaces.
- 2.11 The bi-monthly periodic inspections continue to the external elevations, due to lack of funds for conservation works, and are still proving essential, with the condition stabilized over the last 12 months. We had an unusually hot and wet year and this is likely to impact on the condition and safety of the external fabric over this winter and next spring. The SW Tower decorative rendered features were repaired to the public elevations (South & West) and are holding up well. Further stabilizing work also recently completed to Palm Court entrance and Great Hall North bridge, in readiness for reopening of the Palace to major events.
- 2.12 Progress has continued with the renewal of services, with priority on Life Safety installations, including fire alarm network, smoke vent control panels, and central battery systems for the emergency lighting.
- 2.13 Reasonable progress has also been made on the renewal of Operational services installations, such as Great Hall loading bay shutter, which also has Life Safety and Licensing requirements, and to make the Palace more resilient and controllable.
- 2.14 The FMP is split into 13 building sectors and the condition of each element has been reassessed to compare between the original survey of 2014 and that of late 2019, and are classed as 'Poor', 'Fair' and 'Good'.

The priority ratings for each work package have also been adjusted to suit the current condition and operational requirements, and are relisted under:

- A = Within 12 months,
- B = Within 36 months,
- C = Within 5 Years, and
- D = Desirable – Within 10 Years.

- 2.14 We presently have capital and project budget allocations to carry out predominately Priority A items only during Year 7 & 8, with several Priority A and A/B items deferred from Year 6 into subsequent years. All of the Priority B, C and D items will need to be deferred into Year 8 or 9 and beyond; this includes approximately £4.9 million Building Fabric/Roof Access items and £220,000 Services Infrastructure items.
- 2.15 The proposed deferral of these Priority B & C items (and some Priority A items) will have an impact on the presentation of the building, such as the internal decorations to the Great Hall (although the impact has been lessened by modest improvements to the SW corner and east wall), West Hall and Ice Rink (partially completed). The brick and render repair to the South Terrace/Traitor's Gate and low level to the BBC

colonnades and SW Tower also remain desirable, together with the completion of the renewal of Critical services items.

- 2.16 The installation of a bespoke fire alarm system to the Great Hall, was considered a Priority A in 2019 and kept as a reserve item. The system is still functional but difficult to maintain, and further design work has been done to find a system that will fully meet the operational requirements of this multi-purpose space. The new aspirating fire alarm system is being installed to Great Hall/West Hall and was combined with the West Hall rewiring/relighting project. Ancillary spaces are also being rewired and new detectors fitted along with additional call points. The change over from old to new systems should take place in the next few months.
- 2.17 This is not an exhaustive list; other reserve items include: remainder of central battery system for emergency lighting (3no. at £15,000 each) and drainage channel repairs/levelling to South Terrace at £26,000.

3. Risks

- 3.1 Due to lack of resources the Trust has had to spend below the recommended amount to bring the fabric and services into good condition within the 10-year plan and the general condition has only improved slightly in certain areas.
- 3.2 The completion of the East Wing Restoration Project and completion of the West Yard Project have significantly improved the condition of the East Wing of the Palace and the safety and stability of the North wall and NW Tower. More recent improvements have been to Ice Rink (Interior), and projects to be concluded shortly on the West Hall (Wiring/Lighting/Fire Alarm), Great Hall (Fire Alarm) and East/Palm Court (Roof glazing) which will be reflected in the next annual review.
- 3.3 The original percentages of the building being 60% in use to 40% semi-derelict/out of use, has gradually improved with the ratio at the end of Year 5 & 6 remaining at 71% to 29%. Further modest enhancements are hoped to be achieved by end of Year 7 & 8 (2020/21 & 2021/22) with the intended conservation repair of the North East Office Building (with up to 90% grant from Historic England) and potential Meantime Use/Investment in various semi-derelict/unused spaces.
- 3.4 The plan to renew all life safety systems which include fire alarms systems, smoke vents controls, emergency lighting, public address speakers, sprinklers and lightning protection, by the end of Year 4 had slipped into subsequent years. However, good progress was made in Year 6 to complete the fire alarm network upgrades, renew the smoke vent controls, renewal of 5no. central battery systems (out of 13no.), and renewal of Great Hall loading bay shutter which forms part of fire strategy. Further progress on Great Hall/West Hall/Palm Court fire alarms and relocation of emergency lighting batteries for West Hall is completing in Year 7 & 8.
- 3.5 The structural condition of the Victorian basements under the Panorama Room and SW Colonnades has stabilized following the structural investigations/repairs, enhancements to drainage and ventilation, and waterproofing completed in Year 5.
- 3.6 The proposed renewal of two bays of the corroding clinker concrete floor slab to the SW Colonnades at £39,000 reallocated into Year 7 has been deferred until 2022/23 due to higher priorities elsewhere. There are still no immediate plans at the time of

writing for the redevelopment of this area with reinstatement of a building behind the colonnades and partial use of the basements.

- 3.7 The condition of the roofs, roof lanterns and joinery had deteriorated with health & safety and security implications, and the capital budget was reallocated to carry out essential works to Palm Court external doors, Theatre balcony fire doors, East Lightwell/ BBC store fire doors, and priority repairs to roof leaks. Palm Court Suites lantern refurbishment was deferred until 2021/22 and will be part funded by the Rose Foundation.
- 3.8 The Great Hall space frames gained Listed Building Consent to change the colour from 'blue' and have been repaired and redecorated in 'aluminium grey' marine paint system which should provide lasting protection for many years. The spaceframes now harmonise better with the roofscapes and will assist with the colour strategy for the Palace.
- 3.9 Long overdue repairs and enhancements have been carried out to the Ice Rink before and during lockdown and the internal condition has noticeably improved. Further works, including refurbishment of toilets/changing rooms and renewing the stud flooring throughout (particularly to Ice Café/Reception) is needed to change the condition rating from 'Fair' to 'Good'.
- 3.10 It may be worth reiterating that the FMP had to take a pragmatic approach to the renewal of the business-critical services items (including high voltage breakers, power distribution, generators, transformers and IT), as these date from the late 1980's and are beyond their standard serviceable life but are well built and operational. In the event of a breakdown, it may not be possible to restart these systems or obtain replacement parts, which proved the case for the West Hall wiring and lighting.
- 3.11 We also previously reported the full cost of renewing all of the services throughout the Palace was estimated at £26 million and, therefore, the decision was taken to upgrade as part of each major project.
- 3.12 The condition of the services was originally rated as Poor throughout largely due to the age of the installations. Sectors such as the Theatre and East Court previously improved to Good/Fair due to renewals within the EWRP (which were excluded from the FMP), and progress had been made on the Life Systems and some Operational Systems, including the main lifts. The renewal of the services is likely to be greater than that included within the FMP by Year 10 based on the average/extra spends to date.
- 3.13 The rewiring and relighting of the West Hall proved essential and this major project was completed during lockdown and extended closure of the event spaces. Energy efficiencies for relighting being funded by Salix.
The rewiring of the Great Hall serveries and BBC Offices also proved necessary, and this was carried out by the in-house engineering team to control costs.
- 3.14 The condition of the fabric improved significantly to Sectors 8 (Theatre, NE Tower and Adjoining Spaces) and Sector 11 (East Court and Adjoining Spaces) the year before, and partially to Sector 3 (West Service Yard Storage Building and NW Tower). This is due to completion of the repair items to the Theatre and East Court under the EWRP, and partly due to the NW Tower and North Wall through the West Yard Project.

- 3.14 The condition of the fabric has remained 'Fair' to 'Poor' in the remaining Sectors, with further slight deterioration to the Ice Rink, Palm Court and East Court roofs, and SW Tower elevations addressed during lockdown. The BBC Wing and South Basement elevations remain as 'Poor' but in relatively stable condition, whereas the North East Office Building has deteriorated further.
- 3.15 The re-securing of the North Wall by the new building substantially reduced the structural risks associated with the free-standing North Wall and its condition has remained more stable and manageable.
- 3.16 Progress has continued although not achieved the target (particularly on the Fabric items) due to lack of funds, however, Trustees are reminded that the schedule of works is dynamic and regularly reprioritised when issues emerge, or surveys indicate different works are required. Lockdown has had a major impact on the priorities and availability of time to carry out essential maintenance and renewal. The priority is always the safety of the public, staff, and contractors but also to make the building and operations more resilient in the longer term.
- 3.17 Opportunities still exist for the enhancement of the derelict North East Office Building, prominent but disused SW Tower, and fit out of the South East Office Building in the years ahead. The funding for NEOB was not available (due to huge demands on Historic England during Lockdown) and the Trust was unable to match fund the 10%. The building has deteriorated further, and we would hope to reapply in the next funding round.
- 3.18 The Trust holds valid Public and Employer Liability Insurance and property insurance (with specialist insurers for historic buildings) as previously reported. The insurers are fully aware of the building condition and our programme of repair and maintenance, and their representatives attend annual meetings and inspections of the building. Any areas or faults highlighted by the insurers at the time of inspection are prioritised and the insurers are kept well informed of the progress to avoid any risk of invalidating the insurance by not complying with insurers' recommendations.

4. Legal Implications

- 4.1 The functions of the Trust stipulated in the Alexandra Park and Palace Acts and Orders include: to uphold, maintain and repair the Palace as a place of public resort. Under charity law the Trustee Board Members also have individual and collective responsibility for safeguarding the Charity's assets for the benefit of the public.
- 4.2 The Council's Head of Legal & Governance has been consulted in the preparation of this report, and in noting the legal implications detailed above, coupled with the fact that both health and safety and insurance issues are kept under review, with appropriate action taken when necessary, has no comments.

5. Financial Implications

- 5.1 Reallocation of capital items to remain within budget for 2020/21 with carry-over from deferred projects allocated in 2021/22.
- 5.2 The Council's Chief Financial Officer has been consulted in the preparation of this report and advises that good asset management is an essential component of the

Trust's business activities. The proposals within the report appear consistent with the Trust's obligations.

6. Use of Appendices

None

7. Background Papers

APP Fabric Maintenance Plan, APP Colour Framework, 2020/21 Trust Budget.

This page is intentionally left blank

**ALEXANDRA PARK AND PALACE CHARITABLE TRUST****BOARD MEETING****11 October 2021**

Report Title: Mast Lighting Policy
Report of: Louise Stewart, CEO
Purpose: To approve the new Mast Lighting Policy.

Local Government (Access to Information) Act 1985 - N/A

1. Recommendations

- 1.1 To approve the new policy on lighting the mast at Alexandra Palace;
- 1.2 To delegate authority to the CEO to make amendments following any comments from the Corporate Trustee's legal team, in consultation with the Board by email and reported at the next Trustee Board meeting.

2. Summary

- 2.1 The ability to light the mast, on top of the BBC tower, at Alexandra Palace was made possible through the East Wing Restoration Programme.
- 2.2 The purpose of lighting the mast was to highlight the heritage of Alexandra Park and Palace Charitable Trust, draw attention to our messages and highlight our activities.
- 2.3 To ensure it was lit for appropriate purposes an operational policy was created that stated the appropriate decision maker and process before the mast was lit. Over time the Trust received an increasing number of requests to light the mast for various purposes. The policy was varied to take account of external requests and an application process was added to ensure all requests were handled fairly, assessed against our charitable purposes and channelled into the same decision making process.
- 2.4 Whilst the purpose of lighting the mast was not to create a beacon for general public messaging, the iconic nature of the building and visibility of the mast generated a number of requests to take part in wider campaigns. Where these were

felt to be aligned with the Trusts charitable purposes and activities the Trust participated.

- 2.5 Not all requests internal or external were approved. A record of all applications and the outcome has been kept.
- 2.6 However the Trustees were recently questioned about their involvement in decision making on mast lightings following a refusal to light the mast, according to the policy at the time.
- 2.7 Whilst lighting the mast is generally an operational issue that would not involve the Trustee Board this particular refusal combined with the increased number and range of requests highlighted the need to review the policy.
- 2.8 The new policy attached at appendix one is a newly written policy and not an amended version of the previous operational policy. It has been created following consultation with the Trustee Board and enables the Trustees to take a decision on lighting the mast for purposes other than to deliver the Charity's purposes or on requests from external organisations that also that do not fall within the purposes.

3. Is the decision/ action consistent with the Charity's Vision, Mission Purpose and Values? Five Year Plan priority pillars?

- 3.1 The new policy aims to ensure the Charity's resources are focused on delivering our Vision, Mission and Purpose. The willingness of the Trustees to review and revise the policy when questioned on it also demonstrates our value of being open and genuine.
- 3.2 Whilst the review and revision of the policy itself does not deliver the Five Year Plan Pillars it provides a clearer and more transparent process that will enable the Trust to use its resources more effectively.

4. Equality, Diversity & Inclusion (EDI)

- 4.1 The mast policy ensures that all requests are treated equally, assessed and processed via the same procedure.
- 4.2 The policy if approved will be summarised and published on the website.
- 4.3 The policy of lighting the mast provides a means for the Trust to showcase its diverse programme of events and activities.
- 4.4 There have been no adverse impacts identified on any groups with protected characteristics.

5. Legal Implications

- 5.1 The policy takes into account regulatory guidance from the charity commission about the appropriate use of charity resources.
- 5.2 The policy takes into account regulatory guidance from the charity commission on the Trustees responsibilities in relation to political campaigning

- 5.3 The Council's Head of Legal & Governance has been consulted in the preparation of this report, and in noting that the mast lighting policy has been developed in line with the appropriate Charity Commission guidance and that individual decisions will be made by the Trustees in accordance with that guidance - has no comments.

6. Financial Implications

- 6.1 There are no financial implications of this report.
- 6.2 The Trustee Board are reminded that should adjustments be required to the planning permission governing the lighting of the mast, this will have minor financial implications.
- 6.3 The Council's Chief Financial Officer has been consulted in the preparation of this report, and has no comments.

7. Use of Appendices

Appendix 1 – Mast Lighting Policy

This page is intentionally left blank