

Clifford Hart

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17 June 2011

To: All Members of the Alexandra Palace and Park Board

Dear Member,

Alexandra Palace and Park Board - Tuesday, 21st June, 2011


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:

- 7. UPDATE REPORT - ALEXANDRA PALACE AND PARK REGENERATION WORKING GROUP - TO FOLLOW (PAGES 1 - 10)**
- 8. MINUTES (PAGES 11 - 30)**
  - i. Minutes of the Alexandra Park and Palace Advisory Committee held on 31 May 2011, and recommendations from that Committee (see attached Appendix A);
  - ii. Notes of the informal joint Alexandra Palace and Park Consultative Committee, and Alexandra Park and Palace Advisory Committee held on 31 May 2011 (see attached Appendix B)
- 12. EXEMPT FINANCE UPDATE - TO FOLLOW (PAGES 31 - 36)**

Report of the Head of Finance Alexandra Palace

Yours sincerely

Clifford Hart  
Committee Manager

<b>Alexandra Palace &amp; Park Board</b>	<b>on 21<sup>st</sup> June 2011</b>
Report Title: <b>Regeneration Working Group Update</b>	
Report of: <b>Andrew Gill, Interim General Manager, Alexandra Palace &amp; Park Charitable Trust</b>	
<p><b>1. Purpose</b></p> <p>1.1 To report back on progress made by the Alexandra Park &amp; Palace Regeneration Working Group (APPRWG) since the last report to the Board on this matter on 9 May 2011.</p> <p>1.2 To provide the Board with key milestones for the Regeneration Project Plan including forecast costs.</p> <p>1.3 To inform the Board of the main activities to implement Concept Planning (Stage 2 of the Project).</p> <p>1.4 For the Board to instruct the APPRWG to action the next steps of the Project.</p>	
<p><b>2. Recommendations</b></p> <p>2.1 That the Board notes the proposed key milestones for the entire Project and the associated costs identified at this stage.</p> <p>2.2 That the Board considers the suggested next steps outlined in paragraph 9.1 of the report and instructs the Alexandra Park &amp; Palace Regeneration Working Group to progress accordingly with Stage 2: Concept Planning using the funds available and secures additional external funding to complete Stage 2.</p> <p>2.3 That the Board notes that the Communications Strategy is currently being refined and it will be presented to its proposed meeting on 21 July 2011.</p> <p>2.4 That the Board notes that it will receive further reports on Stage 2 and ramifications for the next Stage/s at future meetings of the Board.</p>	
<p>Report Authorised by: <b>Andrew Gill, Interim General Manager</b> </p>	
<p>Contact Officer: <b>Andrew Gill, Interim General Manager, Alexandra Palace &amp; Park, Alexandra Palace Way, Wood Green N22 7AY Tel No. 020 8365 4340.</b></p>	
<p><b>3. Executive Summary</b></p> <p>3.1 This report updates the Board on the work of the APPRWG since the last meeting of the Board on 9 May 2011 and the meeting of the APPRWG on 7 June 2011.</p> <p>3.2 The Board has resolved to approve the key recommendation in the Colliers International</p>	

(Locum) report entitled “Alexandra Palace & Park Options Appraisal” April 2011 (reported to the Board at its meeting on 9 May 2011), namely the selection of the ‘Leisure and Entertainment’ Strategic concept and pursue a ‘core use’ for the Palace and Park which focuses on ‘Live Music’.

3.3 The Board has instructed the APPRWG to progress to Stage 2: Concept Planning as outlined in Colliers’ report using funds currently available.

3.4 This report provides the Board with;

- An overview of the entire Regeneration and Development Project for AP&P, including a chart showing the key sequential stages in the Project
- Details of the work streams comprising Stage 2 of the Project (Concept Planning)
- The studies necessary to complete the Concept Plan
- Outputs from the Concept Plan
- Timescales for delivery and estimated costs for Stage 2 of the Project and an outline Project Plan
- Financial implications of the Project

3.5 The Board will receive a further report on the Regeneration Project Plan at its proposed meeting on 21 July 2011, including the Communications Strategy.

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

4.1 Resolutions made by the Board at previous meetings during 2010 and 2011.

#### **5. Local Government (Access to Information) Act 1985**

5.1 This report was prepared with reference to the report of Colliers International entitled “Alexandra Palace & Park Options Appraisal” April 2011.

### **6. Synopsis of Work to Date**

6.1 At its meeting on 12 January 2010 the Board resolved to abandon its former strategy to award a long lease to a single developer, with a view to adopting a new Strategy for the regeneration of AP&P.

6.2 At its meeting on 6 September 2010 the Board resolved to approve the terms of reference and proposed membership of the Alexandra Park & Palace Regeneration Working Group (APPRWG) and to create that Working Group to oversee and give direction to the design, formulation and adoption of a sustainable regeneration strategy for Alexandra Park and Palace that will include the delivery of a strategic master Plan which will provide an integrated framework for future commercial and development delivery.

6.3 At its meeting on 21 December 2010 the Board was informed that that the APPRWG considered it vital that the Board clearly sets out its Vision for AP&P in order to set the parameters for the Master Planning process. This is important because the Vision is a very clear public statement of what the Board of Trustees wants to achieve for AP&P and for whom. The Mission Statement (essentially the Alexandra Park and Palace Act 1985) sets out what is in effect the object of the charity which is the purpose the Board must try to achieve.

6.4 The sub-group of the APPRWG was tasked with the next stage in the project plan which was to deliver an Options Analysis and Feasibility Study of Alexandra Palace and Park, which will identify a strategic use for the site, against a clear brief and in accordance with the Charity’s

Mission and Vision. The study would inform a subsequent master planning exercise which will in turn assist the Board in determining its future holistic strategy for Alexandra Park and Palace.

- 6.5 The Board was informed at its meeting on 15 February 2011 that the APPRWG had sought tenders for the Study and it had selected Colliers International (Locum Consulting) as the successful bidder and the contract was awarded by Haringey Council as approved by the former Director of Urban Environment.
- 6.6 At its meeting on 9 May 2011 the Board received Collier's report accompanied by a Regeneration Update report from the Interim General Manager. Following a presentation by the APPRWG and discussion of the recommendations the Board was asked to consider it resolved;
- i. That approval be given to the key recommendation in the Colliers International (Locum) report; namely that the selection of the 'Leisure and Entertainment' Strategic concept and pursue a 'core use' for the Palace and Park which focuses on 'Live Music';
  - ii. That the two important notes made by Locum alongside the recommendations referred to in (i) above be recognised and noted as follows;
    - the recommendation focuses only on the 'core use' which will relate to only part of the overall Palace and park. It is anticipated that many other complimentary uses will ultimately form part of the whole destination offer of Alexandra Palace and Park (many of which are already active) and all of which will embrace the core themes of community and the rich cultural heritage to underpin the regeneration strategy and its long term sustainability
    - of particular relevance to other uses is the 'Sport and Active' offer which is recognised to have clear synergy with the core use of Live Music and which to a certain extent already takes place through the existing Ice Skating Rink.
  - iii That in respect of the suggested next steps proposed in the Locum report (appendix 1) and outlined in the Interim General Manager's report, the Alexandra Palace and Park Regeneration Working Group be instructed to progress accordingly to the Concept Planning stage using funds currently available;
  - iv That it be noted that further reports would be submitted to future Board meetings on the matters covered in the report, in particular a detailed Regeneration Project Plan including key milestones and forecast costs;
- 6.7 Following the conclusion of Stage 1: **Options Appraisal**, Stage 2: **Concept Planning** is required. The focus of **Concept Planning** is to resolve the big masterplan issues required for any significant regeneration to proceed at APP and to define the physical and tactical parameters within which any future development must be contained. This stage is about getting clarity around the Trust's options and requirements before involving third parties.
- 6.9 The outcome of the Concept Planning work will provide the necessary briefing materials to initiate the process of tendering for the anchor Live Music operator. Given the complexity of the Palace and Park, its part derelict state and the fact that the leading Live Music operators each have very different business models, Colliers have recommended that the tender process is based on Competitive Dialogue. However, within Stage 2 the procurement process to be adopted will be thoroughly explored and resolved and therefore the Board is not asked at this stage to consider the procurement strategy.

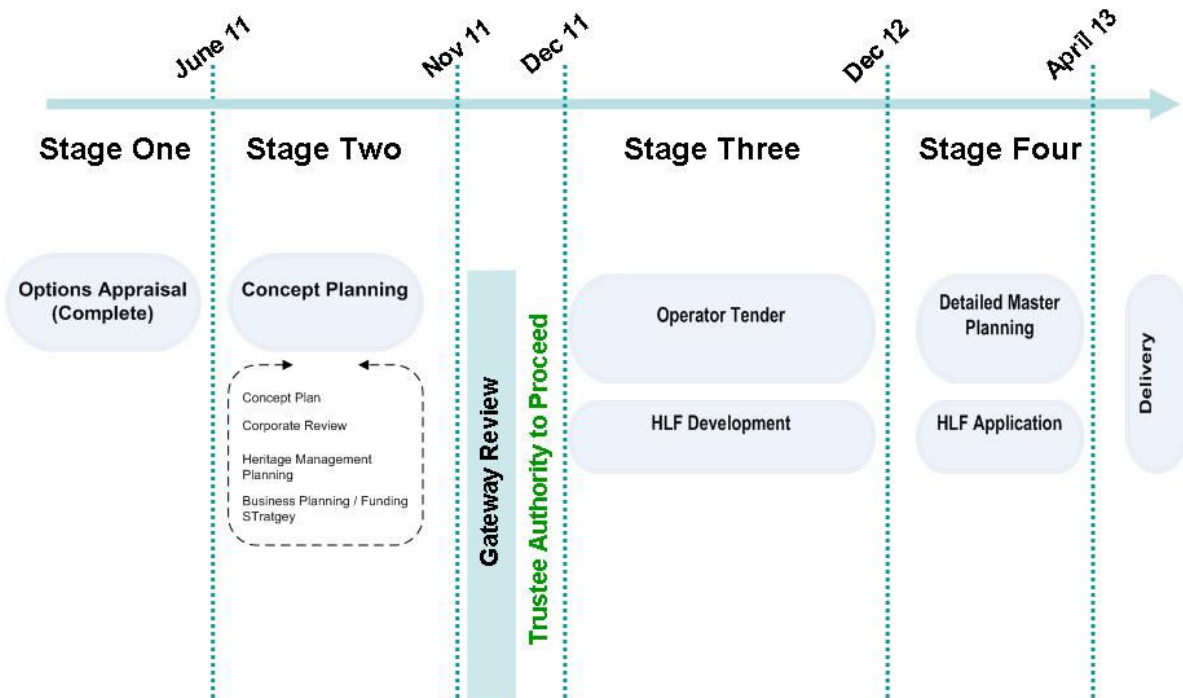
6.10 It is important to note that while there is a Project Plan for the entire master planning process, the Project is iterative in the sense that the Board will be asked to consider and approve each Stage of the Project before the APPRWG acts on the Board's instructions.

**7 Project Overview**

7.1 The overall regeneration and development project for Alexandra Palace and Park is envisaged to be a four stage process (illustration below). Stage 1 of the process – Options Appraisal is now complete with the outcomes and proposals of this study having been approved by Trustees. The next stage - Stage 2 – Concept Planning (detailed in section 8) will take forward the preparatory work required for formal tendering at Stage 3 before a detailed Masterplan is prepared and adopted at Stage 4.

7.2 Upon completion of Stage 2, it is suggested that an external 'gateway' review is undertaken by an independent third party. This would ensure that the project is meeting proposed milestones and outcomes, engaging appropriately with all stakeholders and following a robust project management process. A successful gateway review should also give Trustees the confidence to proceed to Stages 3 & 4 of project delivery.

7.3 Figure 1 - Indicative overview of APP Regeneration and Development Project



**7.4 Timescales**

At this stage, it is estimated that the project will be completed by April 2013 with the physical delivery and redevelopment to follow. However, it should be noted that the timelines detailed above are broad and subject to significant change depending on the outcomes of Stage 2 – e.g. the operator tender timescales might reduce significantly as a result of the procurement strategy developed in the concept plan work stream.

## 7.5 Costs

The overall project costs for undertaking the work as outlined in the indicative programme above is estimated to be in the region of £1million. It should be noted that much of the work in Stage 2 will define and frame, with more certainty, the subsequent phases of the project allowing for a more detailed and accurate cost/time plan to be drawn up. Trustees will be updated in the later phases of Stage 2.

## 8 Concept Planning – Stage 2

8.1 The main purpose of the concept planning stage is to resolve the high level masterplanning issues before proceeding with any major redevelopment/regeneration plans at Alexandra Palace.

8.2 Specifically, the Concept Planning stage will involve a number of work streams. The purpose of this work is to better understand the physical and strategic parameters within which any future changes/development will be considered and inform the appropriate route to achieve the desired outcomes. Four key streams define the Concept Planning stage:

- Concept Plan
- Corporate Review
- Heritage Management Plan
- Business Plan and Funding Strategy

### 8.3 Concept plan

This work ensures that critical information in relation to the Palace is collected and/or updated. Importantly, the information collected from the studies identified below (e.g. the precise level of dereliction costs and level of economic/commercial opportunity) will be used to inform and provide the necessary briefing materials to initiate the process of tendering for an anchor 'Live Music' operator at Stage 3.

Outputs and studies identified include:

- Confirmation of project boundary and space
- Detailed building condition surveys/dereliction costs
- Review of Transport and Access options
- Detailed Economic Impact Assessment
- Detailed Property Review including refreshed status of all leases/tenants
- Initial consultation
- Agreed development parameters including Local Planning Policies
- Defined Procurement Process

The most crucial work task in concept planning will be the development and finalisation of an appropriate procurement strategy that will define how the project is tendered at stage 3.

### 8.4 Corporate Review

As part of the Concept Planning stage, a corporate review has been identified. Provisionally, this stream aims to clarify and establish the following:

- Compliance with Charity Commission protocols
- Consultation with stakeholders and statutory authorities
- Review of legal issues in relation to emerging procurement strategy

- Defining the options for the Trust's governance, management role and responsibility
- Communications Strategy
- Equalities Strategy

## 8.5 Heritage Management Planning

In taking forward the overall regeneration and development project for Alexandra Palace a clear understanding of the heritage assets is required, both in terms of their value as well as their on-going conservation and management. The heritage management plan stream of work will refresh this understanding and establish the baseline in relation to taking the overall project forward. Key outputs for this work stream include:

- Produce a heritage statement to define the significance of the heritage asset
- Develop a conservation management plan for the Park & Palace

## 8.6 Business Plan & Funding Strategy

Underpinning much of the future work required for this project will be a robust business plan and funding strategy which, to some extent will need to be developed in line with the procurement strategy. The key purpose of this work will be to provide, as far as possible, an understanding of the complete financial picture of the regeneration project. This will include valuing the potential future business; projected capital and operational costs as well potential revenues over time. The key outputs identified include:

- High level business plan for the entire project
- High level research on options for commercial development
- Refined funding strategy (identifying all funding opportunities, timescales and actions)
- Consultation with key/potential funding partners

## 9 Stage 2: Timescales and delivery

It is projected that the work streams for Concept Planning detailed above for will be completed by November 2011 (please see the detailed project plan for stage 2 at Figure 2 in section 9.1).



## 9.1 Figure 2 - Stage 2: Project Plan

	July	August	September	October	November
<b>Stage 2: Indicative Work Stream</b>	<i>Start</i>				<i>Complete</i>
<b>Concept Plan</b>					
All external studies					
Developing a defined Procurement Strategy/ongoing soft market testing					
<b>Corporate Review</b>					
Liaison with Charity Commission/compliance with protocols					
Consultation with key stakeholders					
Legal review(s)					
Defining options for Trustee governance, responsibility and overall management					
Communications Strategy					
Equalities Strategy					
<b>Heritage Management Planning</b>					
Heritage Statement					
Conservation management plan					
<b>Business Plan and Funding Strategy</b>					
Develop high level business plan					
Funding Strategy					
Consultation with key/potential funding partners					

## 9.2 Stage 2: Costs

In order to complete Stage 2, it is estimated that approximately £300K will be required to deliver all the required work tasks listed in section 8 and the table above. This is made up of £275K direct project costs and a £25K contingency and is broken down as follows:

Concept Plan work stream	approx £125K
Corporate Review	approx £25K
Heritage Management Plan	approx £25K
Business Plan & Funding Strategy	approx £50K
Other (incl. gateway review, project resource, tenders for specialists etc)	approx £50K
Contingency	£25K

**Estimated Total**

**£300K**

- 9.3 The Project Manager will continually review the project costs and seek to add value where possible. Additionally, existing specialist officers within the Council will be called upon to be involved with the project thereby reducing the need for external support as far as possible.

**10 Consultation**

- 10.1 There has been no specific consultation on this report beyond the liaison with the Stakeholders, officers of Haringey Council, AP & P and Trustees described in previous reports to the Board and the 'Report Back to Stakeholders' meeting held on 3 May 2011.
- 10.2 Other aspects of consultation, including liaison with the media and key strategic stakeholders are covered by the Communications Strategy which is regularly reviewed and refreshed by the APPRWG.

**11 Recommendations**

- 11.1 That the Board notes the proposed key milestones of the Project and forecast costs.
- 11.2 That the Board considers the suggested next steps outlined in the report and instructs the APPRWG to progress accordingly with the Concept Planning stage. .
- 11.3 That the Board notes that the Communications Strategy is currently being refined and it will be presented to its proposed meeting on 21 July 2011.
- 11.4 That the Board notes that it will receive further reports on the matters covered in this report at future meetings of the Board.

**12 Legal Implications**

- 12.1 The Trust's Solicitor's advice has been taken into account in the preparation of this report.
- 12.2 The Council's Acting Head of Legal Services has no comments to make on this report.

**13 Financial Implications**

- 13.1 The cost of Stage 2 Concept Planning is estimated at £300K. The completion of this preparatory work is essential for enabling any regeneration activity to proceed at AP and therefore deliver the Trustee's vision.
- 13.2 A sum of c. £65K is currently available to the APPRWG for Stage 2 (Concept Planning) of the Project. Officers have identified a significant sum from APPCT and APTL budgets which could be redirected to cover c. £100K of the remaining costs. This is covered elsewhere on the agenda and the Haringey CFO has advised that this would require consideration by the council.
- 13.3 In order to cover all the costs involved in delivering Stage 2 it will be necessary for the APPRWG to raise match funding of approximately £150K. Approaches have been made to English Heritage and the Heritage Lottery Fund to date; the latter's funding process now excludes 'pump priming' but options are being explored with HLF..
- 13.4 Haringey's Chief Finance Officer has previously commented to the effect that it is important that the Trust maintains the momentum of this work and the investment already

made and ensures that the market research carried out to date is not nullified by progress delays. The Board should note that if the remaining £150K cannot be raised, the Regeneration project is at risk of stalling.

- 13.5 The Trust has identified some savings in the salary budget and depreciation to cover the costs of seconding the Project Manager to the Trust from Haringey Council.
- 13.6 The Board will receive a separate report to its proposed meeting on 21 July 2011 covering the Budget review in detail. It is envisaged that the Board will be asked to consider its options for redirecting revenue to the Regeneration Project.
- 13.7 The total cost of the Master Planning is estimated at £1M. The Board is not asked to approve this level of expenditure at this stage, as the iterative nature of the Project (split into 4 Stages) means that each Stage of the work is costed separately. Each Stage of the work will provide benefits in terms of information gained and decisions taken which will influence the ongoing process of regeneration of AP&P.
- 13.8 As it becomes necessary to raise funding for specific Stages of the Project the Board will be asked to approve the methods of fund raising and any redirection of revenue from the Trust's budgets.
- 13.9 The London Borough of Haringey Chief Finance Officer comments as follows; the LBH CFO notes the contents of the report. The estimated cost of next phase of this project is £300k which is based on the best estimates of the project team, having taken into account information that is currently available. The Trust will need to ensure the appropriate procurement rules are followed when contracting for the concept phase work in order to ensure proper value for money is achieved.
- 13.10 It needs to be noted that the estimated full cost of the project work is circa £1m
- 13.11 There is currently £65k specifically available to cover this work and it is being suggested that a further £100k of identified savings in 2011/12 is redirected; this will need to be with the council's endorsement.
- 13.12 The report is suggesting that bids will be made to try to secure the balance of funding. Even though bids are being put into external organisations to fund the balance the Trust needs to ensure it identifies the appropriate budgets to fund the full concept phase cost, if these external funding option do not prove successful.LBH Chief Finance Officer comments;
- 13.13 **Use of Appendices/Tables/Photographs**

None, except for the charts embodied in the report above.

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**MINUTES OF THE ALEXANDRA PARK AND PALACE ADVISORY COMMITTEE.  
TUESDAY, 31 MAY 2011**

PRESENT: \* denotes absence

**APPENDIX A**

**NOMINATED BY LOCAL RESIDENTS' ASSOCIATIONS**

Mrs J. Hutchinson	:	Alexandra Residents' Association
Mr K. Ranson	:	Bounds Green and District Residents' Association
Mr D. Heathcote	:	Muswell Hill and Fortis Green Association
*Ms J. Baker	:	Palace Gates Residents' Association
*Ms L. Richardson	:	Palace View Residents' Association
Mr. D. Frith	:	The Rookfield Association
Mr. D. Liebeck	:	Warner Estate Residents' Association
VACANCY		

**APPOINTED MEMBERS**

*Councillor D. Beacham	:	Alexandra Ward
Councillor A. Demirci	:	Bounds Green Ward
Councillor S. Erskine	:	Fortis Green Ward
Councillor E. Reid	:	Hornsey Ward
Councillor J. Jenks	:	Muswell Hill Ward
Councillor P. Gibson	:	Noel Park Ward
*Councillor E. Griffith	:	Council Wide appointment
Councillor T. Mallett	:	Council Wide appointment

Also in attendance:

Mr Andrew Gill – Interim General Manager – Alexandra Palace  
 Mr Mark Evison – Park Manager – Alexandra Palace  
 Ms Rebecca Kane – Managing Director, Alexandra Palace Trading Limited  
 Mrs Natalie Cole – Clerk to the Committee

Public Gallery:

Members of the Alexandra Park & Palace Consultative Committee

**MINUTE  
NO.**

**SUBJECT/DECISION**

<b>APSC01.</b>	<p><b>ELECTION OF CHAIR</b></p> <p><b><u>Election of Chair</u></b></p> <p>As it was the first meeting of the Municipal Year 2011/12 the Clerk sought nominations for the position of Chair of the Advisory Committee.</p> <p>Ms J. Hutchinson nominated Mr David Liebeck as Chair of the Advisory Committee for the Municipal Year 2011/12. Mr D. Frith seconded the nomination.</p>
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There being no further nominations it was:

**RESOLVED**

That Mr D. Liebeck (Warner Estate Residents' Association) be duly elected as Chair of the Alexandra Park and Palace Advisory Committee for the Municipal Year 2011/12.

**Mr D. Liebeck in the Chair**

**Election of Vice-Chair**

The Chair sought nominations for the position of Vice-Chair of the Advisory Committee for the Municipal Year 2011/12. Ms J. Hutchinson nominated Councillor Reid as Vice Chair of the Advisory Committee. This was seconded by Cllr Erskine.

There being no further nominations it was:

**RESOLVED**

That Councillor Errol Reid be duly elected as Vice-Chair of the Alexandra Park and Palace Advisory Committee for the Municipal Year 2011/12.

**APSC02. MEMBERSHIPS**

The 7 qualifying associations for the Committee had confirmed their agreed allocation of places on the Committee for 2011/12.

NOTED that there was one vacancy on the Committee and the associations were invited to nominate a person from their members.

**RESOLVED**

- i. That the allocation of 7 of the 8 places from the qualifying Associations to the Alexandra Palace and Park Advisory Committee for the Municipal Year 2011/12 as detailed below be noted:

**Nominated Members**

Alexandra Residents' Association: Ms Jane Hutchinson  
Bounds Green and District Residents' Association: Mr Ken Ranson  
Muswell Hill and Fortis Green Association: Mr Denis Heathcote  
Palace Gates Residents' Association: Ms Jackie Baker  
Palace View Residents' Association: Ms Elizabeth Richardson  
The Rookfield Association: Mr David Frith  
Warner Estate Residents' Association: Mr David Liebeck  
Plus 1 vacancy

- i. The Statutory Advisory Committee Urgency Sub Committee members for the Municipal Year 2011.12 as detailed below be noted:

David Liebeck (Chair)  
Cllr Errol Reid (Vice Chair)

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	<p>David Frith Denis Heathcote</p>
<b>APSC03.</b>	<p><b>APOLOGIES FOR ABSENCE</b></p> <p>Apologies for absence were received from Cllr D. Beacham and L. Richardson.</p>
<b>APSC04.</b>	<p><b>DECLARATIONS OF INTEREST</b></p> <p>Councillor Jenks declared a personal interest as he was a member of the Warner Estate Residents' Association (WERA).</p> <p>Councillors Demirci, Peacock and Scott declared prejudicial interests in agenda items 5i. (Park Update including Coronation Sidings Development) and 5ii. (Muswell Hill Entrance Footbridge proposals) as they were members of Haringey's Planning Committee. They would not take part in discussions.</p>
<b>APSC05.</b>	<p><b>MINUTES AND MATTERS ARISING</b></p> <p>i. <u>Statutory Advisory Committee Minutes – 5<sup>th</sup> April 2011</u></p> <p>The minutes of the Advisory Committee held on 5<sup>th</sup> April 2011 were confirmed as a correct record.</p> <p>ii. <u>Alexandra Palace and Park Board minutes – 28<sup>th</sup> March 2011</u></p> <p>The draft minutes of the Board meeting held on 28<sup>th</sup> March 2011 were noted.</p> <p>iii. <u>Informal Joint Advisory and Consultative Committees – 5<sup>th</sup> April 2011</u></p> <p>The notes of the Informal Joint Advisory and Consultative Committee held on 5<sup>th</sup> April 2011 were noted.</p>
<b>APSC06.</b>	<p><b>RECOMMENDATIONS TO THE BOARD</b></p> <p>Further to discussions during the Joint Informal Advisory and Consultative Committees the following was noted:</p> <p><i>Clerk's note: Cllrs Demirci and Peacock left the room during discussions of 5a and 5b. below as they were members of Haringey's Planning Committee.</i></p> <p>a. <u>Park Activities Update – Coronation Sidings Development (including Hornsey Depot)</u></p> <p>NOTED the discussion of the Informal Joint Advisory and Consultative Committees.</p> <p>AGREED that the development would be obtrusive and detract from views of the surrounding area which was such a positive aspect of public use of the Palace and Park and that any soft landscaping should be planted on Network Rail land.</p>

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**RESOLVED**

- i. That the Board be strongly recommended to reconsider it's decision not to object to the proposals and to submit a letter of objection to the Coronation Sidings planning proposals on the grounds that the views from the Park would be spoiled by the scale of the proposed building.
- ii. That the Board be reminded that, at it's meeting on 5<sup>th</sup> April 2011, the Advisory Committee had requested more information from Network Rail on the proposals, which had not been received.

b. Muswell Hill Entrance Footbridge Proposals

NOTED the report and the comments of the Joint Advisory and Consultative Committee.

*Clerk's note: Cllrs Demirci and Peacock returned to the meeting.*

c. Governance - Recruitment of Chief Executive of Alexandra Palace

NOTED that the final interviews for the position of Chief Executive would take place on 30<sup>th</sup> June 2011.

d. Regeneration Working Group

NOTED the two elements of the future strategy for the Park and Palace set out by the Locum Consulting Team of Colliers International, including 1) the "core use" which focussed on live music and 2) the sport and active leisure proposal.

e. Item Raised by Interested Group – Haringey Standards Board Hearing

NOTED the comments of Jacob O'Callaghan in relation to Haringey Council's Standards Determination Hearing decision on Cllr Adje's conduct in respect of entering into the Firoka agreement dated 30<sup>th</sup> March 2011 and the questions submitted by Mr O'Callaghan, to be found at: <http://www.minutes.haringey.gov.uk/ieListDocuments.aspx?CId=711&MId=5118&Ver=4>

The Interim General Manager explained that the Board would be reviewing the matter at a future meeting. Further to comments that procedures should be in place to avoid such incidents occurring again the Interim General Manager reminded members that the Alexandra Palace Trustee handbook was now in place, and the Board had introduced new rules and guidance concerning the governance of the Trust, to prevent a repetition of such conduct..

**RESOLVED**

- i. That the Board be recommended to give due and proper consideration to the views and comments made during the Informal



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	<p>Advisory and Consultative Committees debate on this matter and report back to both Committees in due course, as to the outcome of their deliberations.</p> <p>ii. That the Board be requested to review the circumstances which lead to the Alexandra Palace and Park Charitable Trust entering into a binding agreement with Firoka as revealed in the Walklate Report and findings in order to clear the air and ensure that lessons had been learnt and to prevent any such situation of a similar nature arising in future.</p> <p>iii. That the Board be requested to consider recovering some of the financial losses to the Charitable Trust from Firoka arising from their agreement with Firoka.</p> <p>iv. That Mr O'Callaghan provide a chronology of events leading up to and relating to the Firoka agreement being signed,</p> <p>f. <u>Forthcoming Events</u></p> <p>NOTED the report and the comments of the Joint Advisory and Consultative Committee and that the core use of the Palace in future would be for music events.</p> <p>The Committee noted the efforts of events' staff in seeking to prevent and /or limit nuisance being caused to local residents by excessive noise levels . Picking up on comments made concerning a recent all night event, the Committee asked the Board to note its comment that cleaning arrangements should be robust to ensure that the Palace and Park were completely cleared of broken glass, litter and other mess as soon after an event had finished as practicably possible, to prevent injury and inconvenience to users of the Palace and Park in the aftermath of such an event.</p>
<p><b>APSC07.</b></p>	<p><b>ANY OTHER BUSINESS</b></p> <p><u>Joint Informal Statutory Advisory (SAC) and Consultative Committee (CC)</u></p> <p>NOTED that further to a review of the Joint SAC/CC arrangements the working groups of the SAC and CC were likely to meet before the recommendations of the review were presented to the Board.</p>
<p><b>APSC08.</b></p>	<p><b>DATES OF FUTURE MEETINGS</b></p> <p>The dates were noted:</p> <p>Tuesday 13<sup>th</sup> September 2011  Tuesday 8<sup>th</sup> November 2011  Tuesday 10<sup>th</sup> January 2012  Tuesday 6<sup>th</sup> March 2012</p>

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The meeting ended at 21:40 hrs

David Liebeck  
Chair

Signed by the Chair .....

Date .....

ALEXANDRA PARK & PALACE ADVISORY COMMITTEE RESOLUTIONS  
**ATTACHMENT A**

**ADVICE AND RECOMMENDATIONS OF THE ADVISORY COMMITTEE FROM ITS MEETING ON**

**31<sup>st</sup> May 2011**

**PRESENTED TO THE ALEXANDRA PALACE AND PARK BOARD MEETING ON 21<sup>st</sup> June 2011**

**COMPLETED WITH THE BOARD'S ACCEPTANCE/REJECTION AND REASONS WHY AS APPROPRIATE**

	Advice and Recommendations	Accepted or Rejected & Reasons Why
1	<p><b>ELECTION OF CHAIR (APSC01)</b></p> <p><b>RESOLVED</b></p> <p>i. That Mr D. Liebeck (Warner Estate Residents' Association) be duly elected as Chair of the Alexandra Park and Palace Advisory Committee for the Municipal Year 2011/12.</p> <p>ii. That Councillor Errol Reid be duly elected as Vice-Chair of the Alexandra Park and Palace Advisory Committee for the Municipal Year 2011/12.</p>	<p>Page 17</p>
2	<p><b>MEMBERSHIPS</b></p> <p><b>RESOLVED</b></p> <p>That the allocation of 7 of the 8 places from the qualifying Associations to the Alexandra Palace and Park Advisory Committee for the Municipal Year 2011/12 as detailed below be noted:</p> <p><u>Nominated Members</u></p> <p>Alexandra Residents' Association: Ms Jane Hutchinson</p> <p>Bounds Green and District Residents' Association: Mr Ken Ranson</p>	

ALEXANDRA PARK & PALACE ADVISORY COMMITTEE RESOLUTIONS

	<p>Muswell Hill and Fortis Green Association: Mr Denis Heathcote          Palace Gates Residents' Association: Ms Jackie Baker          Palace View Residents' Association: Ms Elizabeth Richardson          The Rookfield Association: Mr David Frith          Warner Estate Residents' Association: Mr David Liebeck          Plus 1 vacancy</p> <p>The Statutory Advisory Committee Urgency Sub Committee members for the Municipal Year 2011.12 as detailed below be noted:</p> <p>David Liebeck (Chair)          Cllr Errol Reid (Vice Chair)          David Frith          Denis Heathcote</p>	Page 18
3	<p><b>RECOMMENDATIONS TO THE BOARD (APSC06)</b>  <i>Clerk's note: Cllrs Demirci and Peacock left the room during discussions of 5a and 5b. below as they were members of Haringey's Planning Committee.</i></p> <p><b>a. <u>Park Activities Update – Coronation Sidings Development (including Hornsey Depot</u></b></p> <p><b>RESOLVED</b></p> <p>i. That the Board be strongly recommended to reconsider it's decision not to object to the proposals and to submit a letter of objection to the Coronation Sidings planning proposals on the grounds that the views from the Park would be spoiled by the scale of the proposed building.</p>	

ii. That the Board be reminded that, at its meeting on 5<sup>th</sup> April 2011, the Advisory Committee had requested more information from Network Rail on the proposals, which had not been received.

**Muswell Hill Entrance Footbridge Proposals**

NOTED the report and the comments of the Joint Advisory and Consultative Committee.

*Clerk's note: Cllrs Demirci and Peacock returned to the meeting.*

**Governance - Recruitment of Chief Executive of Alexandra Palace**

NOTED that the final interviews for the position of Chief Executive would take place on 30<sup>th</sup> June 2011.

**Regeneration Working Group**

NOTED the two elements of the future strategy for the Park and Palace set out by the Locum Consulting Team of Colliers International, including 1) the "core use" which focussed on live music and 2) the sport and active leisure proposal.

**Item Raised by Interested Group – Haringey Standards Board Hearing**

NOTED the comments of Jacob O'Callaghan (detailed in the minutes of 31<sup>st</sup> May 2011 – appendix a)

**RESOLVED**

ALEXANDRA PARK & PALACE ADVISORY COMMITTEE RESOLUTIONS

- i. That the Board be recommended to give due and proper consideration to the views and comments made during the Informal Advisory and Consultative Committees debate on this matter and report back to both Committees in due course, as to the outcome of their deliberations.
- ii. That the Board be requested to review the circumstances which lead to the Alexandra Palace and Park Charitable Trust entering into a binding agreement with Firoka as revealed in the Walklate Report and findings in order to clear the air and ensure that lessons had been learnt and to prevent any such situation of a similar nature arising in future.
- iii. That the Board be requested to consider recovering some of the financial losses to the Charitable Trust from Firoka arising from their agreement with Firoka.
- iv. That Mr O'Callaghan provide a chronology of events leading up to and relating to the Firoka agreement being signed,

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PRESENT: \* denotes absence

**APPENDIX B**

**NOMINATED BY LOCAL RESIDENTS' ASSOCIATIONS**

**Advisory Committee Nominated Members of:**

Alexandra Residents' Association	: Ms J. Hutchinson
Bounds Green and District Residents Association	: Mr K. Ranson
Muswell Hill and Fortis Green Association	: Mr Dennis Heathcote
*Palace Gates Residents' Association	: Ms J. Baker
*Palace View Residents Association	: Ms E. Richardson
The Rookfield Association	: Mr D. Frith
Warner Estate Residents' Association	: Mr D. Liebeck
1 Vacancy	

**Advisory Committee Appointed Members:**

*Alexandra Ward	:	Councillor Beacham
Bounds Green Ward	:	Councillor Demirci
Fortis Green Ward	:	Councillor Erskine
Hornsey Ward	:	Councillor Reid
Muswell Hill Ward	:	Councillor Jenks
Noel Park Ward	:	Councillor Gibson
*Council-wide Member	:	Councillor Griffith
Council-wide Member	:	Councillor Mallett

**Consultative Committee Nominated Members:**

*Alexandra Palace Amateur Ice Skating Club	Mr M. Tarpey
*Alexandra Palace Allotments Association	Mr C. Mahony
Alexandra Palace Angling Association	Mr K. Pestell
Alexandra Palace Organ Appeal	Mr R. Tucker
*Alexandra Palace Television Group	Mr J. Thompson
Alexandra Residents' Association	Ms C. Hayter
*Alexandra Palace Garden Centre	Mr C. Campbell-Preston
Alexandra Park and Palace Conservation Area Advisory Committee	Mr C. Marr
Bounds Green and District Residents' Association	Mr K. Ranson
*CUFOS	Mr J. Smith
Friends of Alexandra Park	Mr G. Hutchinson
*Friends of the Alexandra Palace Theatre	Mr N. Willmott
Hornsey Historical Society	Mr J. O'Callaghan
Muswell Hill and Fortis Green Association	Ms D Feeney
Muswell Hill Metro Group	Mr J. Boshier
New River Action Group	Miss R. Macdonald
*Palace View Residents' Association	Ms V. Paley
*The Grove Café	Mrs C. Amoruso
Vitrine Ltd - The Lakeside Café	Mr A. Yener
Warner Estate Residents' Association	Prof. R. Hudson

**Consultative Committee Appointed Members:**

Councillor Cooke  
Councillor Hare  
Councillor Peacock

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Councillor Scott  
Councillor Stewart  
\*Councillor Waters  
Councillor Williams

**Also attending**

Andrew Gill – Interim General Manager, Alexandra Palace  
Mark Evison – Park Manager, Alexandra Palace  
Rebecca Kane – Managing Director, Alexandra Palace Trading Company (APTL) (part meeting)  
Natalie Cole – Clerk to the Committee (LB Haringey)

<b>MINUTE NO.</b>	<b>SUBJECT/DECISION</b>
<b>APSC01.</b>	<p><b>ELECTION OF CHAIR</b></p> <p><b>AGREED</b> that Colin Marr act as Chair of the meeting.</p> <p>The Chair welcomed new Council Members and thanked Councillor Pat Egan, previous Chair of the Alexandra Palace and Park Board of Trustees, for his diligent service over the years.</p>
<b>APSC02.</b>	<p><b>APOLOGIES FOR ABSENCE</b></p> <p>Apologies for absence were received from Cllr Ann Waters, Cllr David Beacham, Liz Richardson and Nigel Willmott. An apology for lateness was received from Cllr Ali Demirci.</p>
<b>APSC03.</b>	<p><b>URGENT BUSINESS RAISED</b></p> <p><b>AGREED</b> that the Forthcoming Events report would be taken at minute number APSC12 below.</p>
<b>APSC04.</b>	<p><b>DECLARATIONS OF INTEREST</b></p> <p>Councillor Jenks declared a personal interest as he was a member of the Warner Estate Residents' Association (WERA).</p> <p>Councillors Demirci, Peacock and Scott declared prejudicial interests in agenda items 7 (Park Update including Coronation Sidings Development) and 8 (Muswell Hill Entrance Footbridge proposals) as they were members of Haringey's Planning Committee. They would not take part in discussions.</p> <p>Councillor Demirci declared a personal interest in item 11 – Item Raised by interested Group – as he was a member of the Haringey Standards Board Hearing of 30<sup>th</sup> March 2011.</p>



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**APSC05. MINUTES AND MATTERS ARISING**

i. Informal Joint Advisory and Consultative Committees – 5<sup>th</sup> April 2011

**AGREED** that the notes of the Informal Joint Advisory and Consultative Committees meeting held on 5<sup>th</sup> April 2011 be approved as a correct record.

Matters Arising

a) Page 3, Item APSC05 (bullet point 6) – Cricket Clubhouse and Grounds

There was confusion among some Committee Members as to why the Committee had made a recommendation relating to the school site when school grounds were not within the Committees' remit. It was highlighted that the minutes needed to be read in conjunction with the original report and it was explained that the Committees wanted to ensure that the reasons within the report for not proposing the large MUGA (Multiple Use Games Area) on the school site were made clear during consultations.

b) Page 6, Item APSC10 – Alexandra Palace and Park Vision

The Colliers International Report considered by the Board on 9<sup>th</sup> May had not been circulated to Committee Members. Apologies were given for the oversight.

**Action: Clerk**

c) Page 7, Item APSC11 – Any Other Business

Review of Informal Joint Statutory Advisory (SAC) and Consultative Committees (CC)

The Committee received the tabled notes of the informal joint meeting held on 5<sup>th</sup> April 2011. The Chair stated that the ultimate aim was to have a single agenda and set of minutes for a formal joint committee in the future once the legalities surrounding the legislation of the Alexandra Palace Act (namely the section on the Statutory Advisory Committee (SAC)) had been dealt with.

The Chair also highlighted that there had been differing views about whether Councillors who were Board Members should be involved in the eventual joint committee. Officers advised that if a formal joint committee was established the overarching committee would be the SAC, the purpose of which was to advise the Board, therefore, Board Members' attendance could present conflicts of interests.

Some Committee Members expressed views including:

- The SAC had been sidelined during the last round of meetings in April 2011.
- Instead of separate meetings the SAC should formally agree its recommendations after each item is discussed by the Joint Informal Committees (rather than by a separate meeting).

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	<ul style="list-style-type: none"> <li>• The Consultative Committee could become degraded if the Committees were joined up simply as an enlarged SAC.</li> </ul> <p>The Chair advised that the comments by Committee Members would be fed into the review of this meeting. It was possible that the working groups of the SAC and CC would meet before the recommendations of the review were presented to the Board</p> <p>ii. <u>Statutory Advisory Committee</u></p> <p>The draft minutes of the Advisory Committee held on 5<sup>th</sup> April 2011 were noted.</p> <p>iii. <u>Board</u></p> <p>The draft minutes of the meetings of the Alexandra Palace and Park Board held on 28<sup>th</sup> March 2011 were noted.</p>
<b>APSC06.</b>	<p><b>NON-VOTING BOARD MEMBERS FEEDBACK</b></p> <p>None were present.</p>
<b>APSC07.</b>	<p><b>PARK ACTIVITIES UPDATE - INCLUDING CORONATION SIDINGS DEVELOPMENT (INCLUDING HORNSEY DEPOT)</b></p> <p>RECEIVED the Park Update report (Pages 25-32 of the agenda pack), presented by the Alexandra Park Manager, Mark Evison.</p> <p><i>Clerk's note: Haringey Planning Committee Members Councillors Demirci, Peacock and Scott left the meeting during discussions about the Coronation Sidings development.</i></p> <p>NOTED</p> <ul style="list-style-type: none"> <li>• Re: Paragraph 6.3 – Members asked how the Palace policed the growing number of “Exercise Professionals”. The Park Manager explained that such users of the park who had not already submitted the relevant information were observed on the CCTV system, or and were approached or contacted using the details on their illegally fly-posted notices.</li> <li>• Re: Section 8 – Coronation Sidings Development - the Chair highlighted that the Alexandra Palace and Park Board had agreed to respond to the consultation stating that it did not object to the planning application but that it recommended more screening be included to shield the building from the Palace views. The Interim General Manager (AP) added that the Board also asked that the permitted colour scheme blends into the landscape, that the Council bears in mind its own policies regarding views including the view from Alexandra palace and that the developer be asked to make a section 106 contribution to screening trees to be planted in Alexandra Park and Palace to mitigate the impact on the view from the palace.</li> <li>• Some Committee Members expressed disappointment that the Board had</li> </ul>

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	<p>not objected to the Coronation Sidings Development and asked that the Board be requested to reconsider its response to the application.</p> <ul style="list-style-type: none"> <li>The Chair reminded the Committee that a new Haringey Heartlands planning application was due to be consulted on and that the Board should be encouraged to make representations objecting to the proposals.</li> </ul> <p><b>AGREED</b></p> <ol style="list-style-type: none"> <li>That the Alexandra Palace and Park Board be informed of the Joint Committees' disappointment that the Board had not objected to the Coronation Sidings planning application, and</li> <li>That the Board be requested to reconsider its response to the application to include objection to the proposals on the grounds that the views from the Park and Palace would be blighted.</li> <li>That the Board be asked to consider submitting an objection to the Haringey Heartlands planning application, due to be consulted on in the near future, based on the potential impact on the Park.</li> </ol>
<p><b>APSC08.</b></p>	<p><b>MUSWELL HILL ENTRANCE FOOTBRIDGE PROPOSALS</b></p> <p>RECEIVED the report on the Muswell Hill Entrance footbridge proposals (pages 33-35 of the agenda pack), introduced by Park Manager, Mark Evison.</p> <p><i>Clerk's note: Haringey Planning Committee Members Councillors Demirci, Peacock and Scott were not in the meeting room during discussions about the Muswell Hill Entrance Footbridge proposals.</i></p> <p>Further to clarification that the proposals included replacement railings and comments by the Committee in support of the proposals the report was NOTED.</p> <p><i>Clerk's note: Haringey Planning Committee Members Councillors Demirci, Peacock and Scott returned to the meeting at this point (20:30 hrs).</i></p>
<p><b>APSC09.</b></p>	<p><b>GOVERNANCE</b></p> <p>The Interim General Manager – Alexandra Palace, Andrew Gill, provided a verbal update on governance.</p> <p>NOTED</p> <p><u>Joint Statutory Advisory Committee (SAC) and Consultative Committee (CC)</u></p> <p>Dialogue with the Charity Commission had begun regarding the possibility of changing the membership and remit of Advisory Committee to include the Consultative Committee groups.</p> <p>Further to tonight's meeting of the Joint Committee a review meeting would take place to consider the possibility of continuing as a Joint Committee.</p>

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Alexandra Palace and Park Finance and Human Resources Working Group

The Board had created a working group to look at how money was spent by the Charitable Trust and it would be chaired by Cllr Nigel Scott. Whilst the working group would report to the Board (via the Interim General Manager) its meetings would not be public.

Concern was raised about the working group potentially taking over the roles of the SAC and CC in advising the Board. Officers highlighted that the working group would be looking at specific and detailed internal issues, separate to those considered by the Committees.

Recruitment of Independent Advisors

A high quality, low cost recruitment exercise would take place for the recruitment of independent advisors to the Board.

Recruitment of Chief Executive of Alexandra Palace

Long-listing for the position of Chief Executive of Alexandra Palace had taken place and final interviews would be held on 30<sup>th</sup> June.

**APSC10. REGENERATION WORKING GROUP**

The Interim General Manager – Alexandra Palace, Andrew Gill, provided a verbal update on the Alexandra Palace and Park Regeneration Working Group (APPRWG).

NOTED

- At its meeting on 9<sup>th</sup> May 2011 the Board received a presentation by the APPRWG and agreed the key recommendations in the Locum Consulting team of Colliers International report as detailed below:

*The recommendation by the Locum Consulting team of Colliers International is for the Trustees to approve the selection of the „Leisure and Entertainment“ Strategic Concept and pursue a „core use“ for the Palace and Park which focuses on „Live Music“. This is made alongside two notes:*

- Firstly, the recommendation focuses only on the „core use“ which will relate to only part of the overall Palace and Park. It is anticipated that many other complementary uses will ultimately form part of the whole destination offer of Alexandra Palace and Park (many of which are already active) and all of which will embrace the core themes of community and the rich cultural heritage to underpin the regeneration strategy and its long term sustainability.*
- And secondly, of particular relevance to other uses is the „Sport and Active Leisure“ offer (considered in sections 5.6 and 6 of the Colliers International report) which is recognised to have clear synergy with the core use of Live Music and which to a certain extent already takes place through the existing ice skating rink.*

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	<ul style="list-style-type: none"> <li>• At its next meeting on 21<sup>st</sup> June 2011 the Board will be advised on the forecast costs and project highlights of the Alexandra Palace and Park master-plan.</li> <li>• The Committees were reminded that the Regeneration Working Group membership included: Haringey’s Director of Place and Sustainability (who also chaired the working group), the Interim General Manager – Alexandra Palace Charitable Trust, the Managing Director - APTL, Haringey’s Director of Corporate Resources, Rick Wills &amp; Kumar Muthalagappan (Non-Executive Directors - APTL) and Mark Hopson (Haringey’s Head of Regeneration and Planning). The working group could co-opt other experts at meetings as required.</li> <li>• A Committee Member expressed support for more music events to be held at the Palace if the number of exhibitions held at the Palace was in decline. He asked questions about whether a section of the palace would be leased to an operator or whether a licence would be obtained by the operator (rather than an exclusive agreement) and suggested that the Committees be provided with more details about the “Heads of Terms” described in the Colliers International report.</li> <li>• In response to the above the Interim General Manager – Alexandra Palace explained that the decision to provide a lease or a licence to a future operator of the Palace would be taken at a later stage and it was also too early to discuss the Heads of Terms, which in any case could be a commercially sensitive issue. No such arrangement was currently or imminently being considered.</li> <li>• Cllrs Matt Cooke (Chair of the Board) and James Stewart (Vice Chair of the Board) advised that the intention was to give all relevant stakeholders the opportunity to input into the Palace regeneration process; the process was intended to be as open and transparent as possible although there would be occasions where certain details will not be available in the public domain.</li> <li>• The Chair reiterated that it would be important for the Board to consult with the CC and SAC (or joint committee) at a formative stage before any Heads of Terms are agreed and prior to any commercial commitments.</li> <li>• Committee Members expressed the importance of consulting with local residents and ensuring that any change to hold more live music events would not have a negative impact on the locals.</li> </ul> <p>NOTED the update.</p>
<p><b>APSC11.</b></p>	<p><b>ITEM RAISED BY INTERESTED GROUP - HARINGEY STANDARDS BOARD HEARING</b></p> <p>RECEIVED the comments of Jacob O’Callaghan in relation to Haringey Council’s Standards Determination Hearing decision of 30<sup>th</sup> March 2011 (Page 39 of the agenda pack).</p> <p>NOTED</p> <ul style="list-style-type: none"> <li>• The questions for the trustees posed by Mr O’Callaghan:</li> </ul>

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1. Do the trustees, and the council solicitors, consider the licence given to Firoka either valid and binding, or, ultra vires and not binding? If the latter, will the trustees challenge that the charity's funds should indemnify those losses and order they be not charged to the charity's funds as a debt?

2. Have the trustees taken independent legal advice as to whether the charity's various legal advisers should have (a) checked the final version of the licence and warned the trustees accordingly; (b) monitored and intervened on behalf of the charity to protect it during the licence period; (c) advised the trustees to terminate the licence with Firoka and evict them immediately after the successful JR, and (d) consider whether the charity or council should take action to recover the resultant losses to the charity, from those advisers?

3. Have the trustees taken advice as to legal action against Firoka Ltd for an account of profits during its occupation of the Palace?

- The Interim General Manager – Alexandra Palace advised that he had been aware that the Interested Group intended to raise a question but as he had not seen Mr O'Callaghan's detailed questions in advance he was not able to provide comprehensive answers on the spot. Mr Gill advised that that the Trust's solicitors had been instructed to consider and advise on the question of whether there may be a claim against the former Chair for breach of trust, namely the loss of the opportunity of the charity to avoid having made the loss by entering into the licence with Firoka. The Board would be further informed when legal advice had been received.
- Board Members had been advised not to discuss this matter in public as legal advice on this matter may be exempt.
- The Chair of the Statutory Advisory Committee expressed that he did not feel that details of the events were clear and suggested that a full investigation be conducted into how the charity could have entered into such a binding agreement with Firoka without others within the Charitable Trust and those working at the Palace being aware.
- In response to Mr O'Callaghan's suggestion that the Board investigate recovering some of the money lost as part of the Firoka agreement Cllr Bob Hare explained that losses to the Charitable Trust might not be recoverable and that the Walklake Report had clarified that governance had been the key issue in the proceedings. He suggested that discussions could make it clear where it was felt responsibility lied so that examples can be set and warnings for the future. Cllr Reid highlighted the need to concentrate on lessons learnt and interested parties emphasised that placing blame should not be a priority.
- Mr O'Callaghan was asked to provide a chronology of events relating to the Firoka agreement being signed as he understood them.

**AGREED**

- i. That the Board be requested to review the circumstances which lead to the Alexandra Palace and Park Charitable Trust entering into a binding agreement with Firoka in order to clear the air and ensure that lessons had been learnt and to prevent any such situation of a similar nature arising in future.

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	<p>ii. That the Board be requested to consider recovering some of the financial losses to the Charitable Trust as part of the Firoka agreement.</p> <p>iii. That Mr O'Callaghan provide a chronology of events relating to the Firoka agreement being signed as he understood them.</p>
<b>APSC12.</b>	<p><b>FORTHCOMING EVENTS</b></p> <p>RECEIVED the circulated document on Forthcoming Events presented by Rebecca Kane, Managing Director APTL.</p> <p>NOTED</p> <ul style="list-style-type: none"> <li>• The Drive-In Cinema would not be held at the Palace this year as the organisers had decided not to proceed.</li> <li>• A small handful of complaints had been made about noise disturbance on the second night of the Swedish House Mafia music event held on 28 and 29 May. The Managing Director APTL explained that tight restrictions regarding noise were imposed throughout the venue, and although the licence does not impose a maximum DB level, AP abided by the 'Pop Code' and always tried to go above and beyond it in a bid to be a good neighbour. The MD apologised that on the second day of the event (Sunday), the air vents in the Great Hall had been left open, due to human error, thereby causing noise to bleed from the venue. The Managing Director apologised but reassured those present that this demonstrated that the venue was more than capable of hosting 21,000 people over 2 nights and that the sound could be contained – as it had been on the first night (Saturday). She also confirmed that future checks conducted before music events would include ensuring that air vents were closed to avoid noise 'bleed'.</li> <li>• Members highlighted to officers that the Swedish House Mafia event had been advertised with posters on Alexandra Park gates and surrounding lamp-posts, which had not been in keeping with the Palace's advertising material. The Managing Director APTL explained that AP does not tolerate illegal fly posting and that this was clearly stated in our contracts with promoters. She also reassured those present that she would ask the team at AP to investigate and asked that any future incidents of fly-posting were reported to the Palace using the following number: 0208 365 4308.</li> <li>• Further to concerns raised about broken glass, litter and other mess in the Park after such large events it was noted that general clean up operations began immediately after the close of the event and continued again the next day when it was light. Members sought reassurance that with the prospect of more events on this scale, lessons should be learnt from the experiences of 28/ 29 May.</li> <li>• The Managing Director - APTL drew the committees' attention to the new services offered at the Swedish House Mafia event last weekend: a fleet of shuttle buses connected all visitors to the night bus service routes, pre-booked taxis were offered via an e-shot and the AP website and signage and staff directed all 21,000 attendees to leave via the front of the building to avoid any disturbance to residents behind the Palace. This had proved very successful.</li> </ul>

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<b>APSC13.</b>	<b>ANY OTHER BUSINESS OR URGENT BUSINESS</b>  None.
<b>APSC14.</b>	<b>DATES OF FUTURE MEETINGS</b>  NOTED the meeting dates.

The meeting ended at 21:15 hrs

Colin Marr  
Chair



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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