



## NOTICE OF MEETING

---

# Alexandra Palace and Park Board

---

MONDAY, 9TH MAY, 2011 at 19:30 HRS - THE LONDESBOROUGH ROOM, ALEXANDRA PALACE WAY, WOOD GREEN, LONDON N22.

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

**Non-voting representatives:**

Ms V. Paley, Mr M. Tarpey and Mr N Willmott  
(Alexandra Palace and Park Consultative Committee).

**Observer:**

Mr D. Liebeck (Chair, Alexandra Park and Palace Advisory Committee).

### AGENDA

**1. APOLOGIES FOR ABSENCE**

**2. URGENT BUSINESS**

The Chair will consider the admission of any late items of urgent business. (Late items will be considered under the agenda item where they appear. New items will be dealt with at items 14 & 17 below )

**3. DECLARATIONS OF INTERESTS**

A member with a personal interest in a matter who attends a meeting of the authority at which the matter is considered must disclose to that meeting the existence and nature of that interest at the commencement of that consideration, or when the interest becomes apparent.

A member with a personal interest in a matter also has a prejudicial interest in that matter if the interest is one which a member of the public with knowledge of the relevant facts would reasonably regard as so significant that it is likely to prejudice the member's judgment of the public interest **and** if this interest affects their financial position or the financial position of a person or body as described in paragraph 8 of the Code of Conduct **and/or** if it relates to the determining of any approval, consent, licence, permission or registration in relation to them or any person or body described in paragraph 8 of the Code of Conduct.

**4. QUESTIONS, DEPUTATIONS OR PETITIONS : TO CONSIDER ANY QUESTIONS, DEPUTATIONS OR PETITIONS RECEIVED IN ACCORDANCE WITH PART 4, SECTION B29 OF THE COUNCIL'S CONSTITUTION**

**5. REGENERATION UPDATE (PAGES 1 - 130)**

Report of the Interim General Manager Alexandra Palace and presentation by the Regeneration Working Group

**6. GOVERNANCE UPDATE (PAGES 131 - 142)**

Report of the Interim General Manager – Alexandra Palace – To advise of progress to date in implementing a number of its previous resolutions on Governance and Future Vision.

**7. FINANCE UPDATE (TO FOLLOW)**

Report of the Head of Finance Alexandra Palace

**8. INTERNAL AUDIT PLAN AND REPORT BACK (PAGES 143 - 154)**

Report of the Head of Finance Alexandra Palace - To advise the Board of progress against the outstanding recommendations from the 2008 Internal Audit Report by the Council's Internal Audit Team, and to present the proposed Internal Audit Operational Plan for 2011/12 for approval.

**9. CAPITAL PROJECTS UPDATE (PAGES 155 - 166)**

Report of the Interim General Manager Alexandra Palace - To update the Board on Capital works completed during 2010-11, the Ice Rink project final account settlement and the signage strategy 2011-12.

**10. TRUST BUSINESS PLAN (PAGES 167 - 174)**

Report of the Interim General Manager – Alexandra Palace - To update the Board on the outcome of the Business Plan Objectives allocated to the Trust's Team for 2010-11, and seek the Board's guidance and direction on the preparation of a future Business Plan.

**11. PARK UPDATE (PAGES 175 - 182)**

Report of the Park Manager Alexandra Palace - To inform the Alexandra Palace and Park Board of various matters relating to the park and its tenants.

**12. CRICKET CLUB PROPOSALS (PAGES 183 - 206)**

Report of the Park Manager Alexandra Palace - To consider the proposals for the improvement of the cricket clubhouse, drainage of the grounds and construction of an all-weather practice area, and the request for a new lease of the cricket ground to allow sub-letting by the Alexandra Park Club to the Heartlands High School.

**13. MINUTES (PAGES 207 - 230)**

- i. To confirm the unrestricted minutes of the Alexandra Palace and Park Board held on 28 March 2011 (Special) as an accurate record of the proceedings;
- ii. To receive the minutes of the Alexandra Park and Palace Advisory Committee held on 5 April 2011, and to consider any recommendations from that Committee (see attached Appendix A); and
- iii. To consider and note the minutes of the informal joint Alexandra Palace and Park Consultative Committee, and Alexandra Park and Palace Advisory Committee held on 5 April 2011 (see attached Appendix B).

**14. ANY OTHER UNRESTRICTED BUSINESS THE CHAIR CONSIDERS TO BE URGENT**

**15. EXCLUSION OF THE PUBLIC AND PRESS**

**16. EXEMPT MINUTES (PAGES 231 - 242)**

To confirm the exempt minutes of the Alexandra Palace and Park Board meetings held on 15 February 2011, and 28 March 2011 (Special) as an accurate record of the proceedings.

**17. ANY OTHER EXEMPT BUSINESS THE CHAIR CONSIDERS TO BE URGENT**

David McNulty  
Head of Local Democracy & Member Services  
River Park House  
225 High Road  
Wood Green  
London N22 8HQ

Clifford Hart  
Committee Manager - Non Cabinet  
Cttees  
Tel: 020-8489 2920  
Fax: 020-8489 2660  
E-mail: [clifford.hart@haringey.gov.uk](mailto:clifford.hart@haringey.gov.uk)

27 April 2011

Alexandra Palace & Park Board	on 9 <sup>th</sup> May 2011
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 28 March 2011.</p> <p>1.2 To provide the Board with the final report on the Options Analysis and Feasibility Study undertaken by Colliers International (Locum).</p> <p>1.3 To seek the Board's consideration and approval of the recommendations and next steps in the process of regenerating Alexandra Park and Palace.</p> <p>1.4 To seek the Board's instructions to the APPRWG on the next steps identified in the report.</p>	
<p><b>2. Recommendations</b></p> <p>2.1 That the Board agrees and approves the key recommendation in the Colliers International (Locum) report; 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'.</p> <p>2.2 That the Board recognises and notes the two important notes made by Locum alongside their recommendation above;</p> <ul style="list-style-type: none"> <li>• Firstly, the recondition 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</li> <li>• And secondly, 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.</li> </ul> <p>2.3 That the Board considers the suggested next steps in the Locum report and outlined in the report and instructs the APPRWG to progress accordingly to the Concept Planning stage using funds currently available.</p> <p>2.4 That the Board notes that it will receive further reports on the matters covered in this report at future meetings of the Board and in particular it will receive a detailed Regeneration Project Plan including key milestones and forecast costs at a future meeting.</p> <p>2.5 That the Board notes that, following the departure of the former Director of Urban Environment from Haringey Council that the Chair of the APPRWG is now Anne Lippitt, Interim Director of Place &amp; Sustainability.</p>	

Report Authorised by: **Andrew Gill, Interim General Manager**



Contact Officer: **Andrew Gill, Interim General Manager, Alexandra Palace & Park, Alexandra Palace Way, Wood Green N22 7AY Tel No. 020 8365 4340.**

### **3. Executive Summary**

- 3.1 This report should be read in conjunction with appendix 1 report of Colliers International (Locum) entitled "Alexandra Palace & Park Options Appraisal" April 2011.
- 3.2 This report updates the Board on the work of the APPRWG and the findings of the Feasibility Study and Options Appraisal on AP & P carried out by Locum.
- 3.3 The presentation attached at appendix 2 of this report will be presented to the Board at its meeting on 9 May 2011 by the Vice Chair of the APPRWG and the Board will have the opportunity to seek further clarification on any aspect of the report.
- 3.4 The key recommendation of the Locum report is that the Board selects 'Leisure and Entertainment' as the strategic concept for AP & P and that it should pursue a 'core use' for the Palace and Park which focuses on 'Live Music'.
- 3.5 The key recommendation is accompanied by two notes which are reproduced in the body of this report and in its recommendations.
- 3.6 This report seeks the approval of the Board to progress to the next stage of the regeneration process Concept Planning and that the board instructs the APPRWG accordingly.
- 3.7 The Board will receive a detailed Regeneration Project Plan including key milestones and forecast costs at a future meeting.

### **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, and appended at appendix 1 to this report.

## **6. Description**

- 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 suitable uses for the various parts of the site. The study will inform a subsequent master planning exercise which will in turn assist the Board in determining its future 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 Following the departure from Haringey Council of the former Director of Urban Environment (who has been appointed CEO at LB Sutton) the Chair of the APPRWG is now Anne Lippitt, Interim Director of Place & Sustainability. In the interest of consistency, it is proposed that the role of Chair of the APPRWG is subsequently assumed by the person ultimately appointed to the latter post. This arrangement is supported by the Chief Executive of Haringey Council. A permanent replacement has now been made to the post of Director of Place & Sustainability and the Board will be advised when formalities have been completed and a start date is known.
- 6.7 The Board was informed of progress made by the APPRWG and Locum at its meeting on 28 March 2011. Since that date the APPRWG has met on a number of occasions to consider the feedback received from stakeholders at the meetings on 10 and 12 March and to discuss the initial findings of the study.
- 6.8 The APPRWG received Locum's draft report in early April and it held a Special Meeting of the APPRWG on 15 April 2011 which approved the content of Locum's report and approved the recommendations and next steps therein.
- 6.9 The report of Colliers International (Locum) entitled "Alexandra Palace & Park Options Appraisal" April 2011 is appended to this report at appendix 1 and this Board report should read in conjunction with the Locum report.
- 6.10 As the Board will receive a presentation from the APPRWG at this meeting and the presentation is appended to this report at appendix 2, this report does not seek to repeat the findings of the Options Appraisal.
- 6.11 The presentation attached is the same as that given to the 'Report Back to Stakeholders' meeting which (at the time of writing) was scheduled for 3 May 2011. On behalf of the Board and in consultation with the Chair, the APPRWG had committed to feeding back to Stakeholders the findings of the Options Appraisal before the Board was asked to consider the report.
- 6.12 The recommendations and next steps of the Options Appraisal are set out at page 94 of appendix 1 and they are separated into 2 parts;

- *Firstly, a clear recommendation has been made, based on the outcome of the options appraisal process for the proposed Strategic Concept and particular 'core use' to be pursued; and*
- *Secondly, a series of next steps are proposed in order to move the regeneration forward in the most effective manner, taking into consideration a variety of physical and organisational complexities which need to be overcome.*

6.13 The clear recommendation of the preferred strategic concept and core use is that the 'Leisure and Entertainment' Strategic Concept was identified as the preferred option through the options appraisal process;

*The recommendation by the Locum Consulting team of Colliers International is for the Board 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'.*

6.14 Importantly, two notes are made alongside this recommendation:

6.14.1 *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.*

6.14.2 *And secondly, of particular relevance to other uses is the 'Sport and Active Leisure' offer (considered in sections 5.6 and 6) 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.*

6.15 The board is asked to agree and approve the recommendation at 6.13 above by the Locum Consulting team of Colliers International, taking into account the two notes above regarding core and other uses of AP & P.

6.16 In terms of the next steps in the regeneration process, Locum has set those out in some detail in section 7 of their report (from page 94 onwards). These are summarised below for ease of reference;

- Following the conclusion of the current **Options Appraisal** work (subject to the Trustees approval of the recommendations to proceed) a phase of **Concept Planning** could follow on immediately after.
- 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.
- 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, it is recommended that the tender process is based on Competitive Dialogue. The **Operator Tendering** phase therefore sets out the key stages of Competitive Dialogue, should that be the chosen procurement strategy.

- There will be a need for the APPRWG to seek further procurement and legal advice on the procurement process in order to advise the Board of the most appropriate procurement strategy.
  - During the Operator Tendering phase, tenderers will be shortlisted and engaged in competitive dialogue with the client to allow the commonalities between the tenderers to be understood and to work up the brief collectively. The outcome of the Operator Tendering will be a preferred operator with whom the client will agree heads of terms and embark on finalising the Detailed Masterplan.
  - In parallel with the Operator Tendering it is proposed to initiate the **Heritage Lottery Fund application process**. The overall funding strategy will have been refined in then Concept Planning phase but already we know that an HLF application for a significant capital sum is highly probable. Furthermore, the documentation required to support the Stage 1 and Stage 2 HLF Applications will be necessary for developing and undertaking the regeneration of APP in any case – so the process of developing the HLF applications is not only timely but also acts as a useful discipline for accelerating and preparing these project documents. The HLF process alters depending on the scale of investment applied for, but broadly speaking it is unlikely that successful Stage 2 pass will be achieved in less than 12 months and more likely in around 18 months from start.
- 6.17 At this stage the Board is asked to approve that the project proceeds to the **Concept Planning** stage as far as existing funding will allow. As outlined by Locum, this would involve the tasks set out in sections 7.2.2 of their report but will stop short of **Operator Tender and Engagement**,
- 6.18 The Board will receive further reports on the matters covered in this report at future meetings of the Board and in particular it will receive a detailed Regeneration Project Plan including key milestones and forecast costs at a future meeting.

## 7 Consultation

- 7.1 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.
- 7.2 It will be necessary to inform and consult with the Charity Commission at key stages of the regeneration process. As a dialogue exists with the Commission on matters of governance and structure it is proposed that the Interim General Manager extends that dialogue where appropriate to include these matters.
- 7.3 Other aspects of consultation, including liaison with the media and key strategic stakeholders are covered by the Project Communications Plan which is regularly reviewed and refreshed by the APPRWG.

## 8 Recommendations

- 8.1 That the Board agrees and approves the key recommendation in the Colliers International report; 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'.
- 8.2 That the Board recognises and notes the two important notes made by Colliers alongside their recommendation above;
- Firstly, the recondition 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

- And secondly, 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.

8.3 That the Board considers the suggested next steps in the Colliers report and outlined in the report and instructs the APPRWG to progress accordingly to the Concept Planning stage using funds currently available.

8.4 That the Board notes that it will receive further reports on the matters covered in this report at future meetings of the Board and in particular it will receive a detailed Project Plan including key milestones and forecast costs at its next meeting.

8.5 That the Board notes that, following the departure of the former Director of Urban Environment from Haringey Council that the Chair of the APPRWG is now Anne Lippitt, Interim Director of Place & Sustainability.

## **9 Legal Implications**

9.1 The Trust's Solicitor comments; "That a core use of live music is within the objects of the charity. I note that this would not rule out uses for other purposes, which is clearly appropriate."

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

## **10 Financial Implications**

10.1 The cost of the Options Appraisal Feasibility Study did not impact on the Trust's directly controlled budget.

10.2 A sum of approximately £65K is available to the APPRWG for the first phases of the Concept Planning stage of the process. This is subject to approval of the relevant carry forward of part of this sum from 2010-11. This sum will not impact on the Trust's directly controlled budget.

10.3 Further sums will be necessary to advance the regeneration project and further clarity on the quantum of this will arise as the next steps progress. Details of the total costs and internal resources required will be included in further reports to the Board, with advice on how they may be funded.

10.4 LBH Chief Finance Officer comments; LBH Chief Finance Officer confirms that £65k (£15k is subject to the Council's Cabinet approving a budget carry forward request) is available for the initial concept planning stages of the process. There are not currently the additional resources available that will be needed for this work as it moves through the various planning and feasibility stages, therefore the Trust needs to ensure that appropriate resources are made available and costed for the future phases of the project.

10.5 As the project moves into the market testing and procurement phases the Trust needs to ensure that resources are built into the plan for financial, procurement and contract advice.

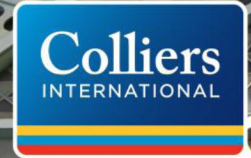
10.6 It is important that the Trust maintains the momentum of this work and the investment already made and ensures that the market research carried out to date is not nullified by progress delays.

**10.7 Use of Appendices/Tables/Photographs**

10.7.3 Appendix 1 - Colliers International report entitled "Alexandra Palace & Park Options Appraisal" April 2011

10.7.4 Appendix 2 – Feasibility Presentation (as presented to the 'Report Back to Stakeholders meeting and to the Board on 9 May 2011.

This page is intentionally left blank



---

# Alexandra Palace and Park

## The Peoples Palace

OPTIONS APPRAISAL

APRIL 2011

---

FOR ALEXANDRA PALACE AND PARK REGENERATION WORKING GROUP



**COLLIERS INTERNATIONAL UK PLC**

Company registered in England and Wales no. 4195561

Registered Office:

9 Marylebone Lane

London W1U 1HL

Tel: +44 (0) 20 7935 4499

[www.colliers.com/uk](http://www.colliers.com/uk)

Jim Roberts – Project Director

[Jim.roberts@colliers.com](mailto:Jim.roberts@colliers.com)

Version Control	
Status	FINAL
Project ID	B57899
Filename/Document ID	J1101 APP Report FINAL 110418
Last Saved	18 April 2011
Owner	Jim Roberts
Director	Jim Roberts
Approved by	Dan Anderson
Date Approved	18th April 2010

# TABLE OF CONTENTS

---

## EXECUTIVE SUMMARY

1.1	Background to the Options Appraisal	5
1.2	Strategic Direction of Alexandra Palace & Park	5
1.3	Destination Analysis	6
1.4	Market Demand	7
1.5	Options Appraisal	8
1.6	Preferred Strategic Concept & Possible Contents	9
1.7	Recommendation & Next Steps	10

## MAIN REPORT

<b>1</b>	<b>Introduction</b>	<b>14</b>
1.1	Scope of Work	14
1.2	The Client Body and Stakeholders	15
<b>2</b>	<b>Strategic Direction of Alexandra Palace and Park</b>	<b>18</b>
2.1	Vision and Mission	18
2.2	Charitable Status and Heritage	18
2.3	Some of the Challenges and Recent History	19
2.4	The Long Term Objectives and Aspirations	20
2.5	The Need for a Strategic Concept	20
<b>3</b>	<b>Destination Analysis</b>	<b>21</b>
3.1	The Park	21
3.2	The Palace	26
3.3	Access and Transport	29
3.4	Planning Context	33
3.5	Review of Current Operation	36
3.6	Review of Restorative Cost Estimates	39
<b>4</b>	<b>Market Demand Analysis</b>	<b>41</b>
4.1	Day Visitor Market	41
4.2	Tourist Market	47
4.3	Implications for Alexandra Palace & Park	52
<b>5</b>	<b>Options Appraisal</b>	<b>54</b>
5.1	Summary and Objective of Process	54
5.2	Balancing Commercial, Cultural and Community Objectives	54
5.3	Introducing the Idea of Strategic Concepts	56
5.4	Long listing	62
5.5	Shortlisting	64
5.6	Preferred Strategic Concept	70



<b>6</b>	<b>Potential Contents and Initial Market Soundings</b>	<b>73</b>
6.1	Destinations for Children (5-12 years)	73
6.2	Live Music	78
6.3	Sport and Active Leisure	84
6.4	Initial Market Soundings	91
6.5	Implications for Alexandra Palace & Park	92
6.6	Preferred 'Core Use' Option	93
<b>7</b>	<b>Recommendations &amp; Next Steps</b>	<b>94</b>
7.1	Recommendation of the Preferred Strategic Concept and Core Use	94
7.2	Next Steps	94

## APPENDICES

<b>1</b>	<b>Park Map</b>	<b>102</b>
<b>2</b>	<b>Alexandra Park and Palace (Public Purposes) Act 1900</b>	<b>103</b>
<b>3</b>	<b>Planning Policy</b>	<b>105</b>
3.1	London Borough of Haringey Unitary Development Plan 2006	105
3.2	London Borough of Haringey Local Development Framework	108
<b>4</b>	<b>Listing Notice</b>	<b>111</b>

# EXECUTIVE SUMMARY

## 1.1 BACKGROUND TO THE OPTIONS APPRAISAL

- The Locum Consulting team of Colliers International were commissioned in January 2011 by the Alexandra Palace and Park Trust to undertake an Options Appraisal and Feasibility Study for Alexandra Palace and Park.
- The aim of the Options Appraisal is to identify a preferred option for the regeneration of the Palace and Park which is financially sustainable and crucially addresses the vision and mission of the Trustees, and protects and enhances the heritage status of the Palace and Park in perpetuity.
- This executive summary and the longer report provide a summary of the work undertaken through the course of the options appraisal and concludes with a recommendation for the preferred option and an indication of next steps to progress the regeneration.

(See Section 1 for further detail)

## 1.2 STRATEGIC DIRECTION OF ALEXANDRA PALACE & PARK

- Alexandra Palace is a cultural and heritage icon that has fallen on hard times, with a considerable proportion of the built structure in desperate need of restoration.
- The Palace and Park were created by the pioneering and philanthropic spirit of the Victorian era and provided the people of north London with a magnificent cultural and recreational centre. People came for a multitude of reasons be they walking in the open spaces of the park or attending music recitals on the Grand Willis Organ in the Great Hall or watching a show at the theatre.
- Over the years, layers of personality and character have been added starting with the original Victorian cultural uses, to being the birth place of broadcast television in the 1930s and to staging many seminal rock/pop concerts including the first recognised 'happening' in the 1960s. Musical heritage in particular has deep roots reaching back to classical concerts in the 1870s and still continues with live events in the modern day.
- This pioneering spirit has created a legacy of heritage assets and brand stories that provide the future of 'The Peoples Palace' with a tangible foundation from which to build.
- Today, the park is still a much loved community open space and people visit the Palace to ice skate or attend a multitude of events and exhibitions. However, the

Palace is in a poor state of disrepair with only about 50% of the building currently in use with high annual operational and maintenance costs.

- The regeneration agenda is led by the vision and mission of the Trust, which in turn are driven by the original purposes of the 1900 Act to create a place *‘for the free use and recreation of the public forever’*.

**Vision:**

*“To regenerate Alexandra Palace and Park, in the pioneering spirit of our founders, creating a proud, iconic London Destination with global appeal, a successful, valuable and sustainable asset for all, including the local community and stakeholders”*

**Mission Statement:**

*“To uphold, maintain and repair the Palace and to maintain the said Park and Palace as a place of public resort and recreation and for other public purposes”*

(See Section 2 for further detail)

### 1.3 DESTINATION ANALYSIS

- In assessing the current situation, this study has analysed the physical nature of the Palace and Park; transport and access issues; the planning context and the current business operations and estimated maintenance costs. The key issues and opportunities include:
  - The Palace and Park both sit within a designated Conservation Area; the Palace is Grade II listed and the Park is Metropolitan Open Land.
  - One of the greatest assets of the site is the view over London.
  - The building is of extraordinary scale making the composite spaces flexible for re-use.
  - The unique features such as the BBC Studios, the Victorian Theatre and the Willis Organ are wonderful assets which need to be brought back into use in some form - as yet undetermined.
  - Access and public transport are poor. It is fair to say that it is not easy to reach Alexandra Palace and Park by public transport from most parts of London.
  - Use of the site is governed by an Act of Parliament. The Alexandra Park and Palace (Public Purposes) Act 1900, amended in 1913 and again in 1985, states that the Palace and Park must remain available *‘for the free use and recreation of the public forever’*.

- The existing planning policy framework permits a wide range of uses within a mixed use scheme, including *'arts, culture and entertainment, educational, sport and recreation...some ancillary use for food and drink, business, residential, hotel and conference'* (UDP Policy OS4 part e). These uses would be possible provided that they complement as far as possible the function of Wood Green Metropolitan Town Centre and are subject to compliance with other national, regional and local planning policies.
- The current business operations of Alexandra Palace Trading Limited - events and exhibitions, the ice rink and the Phoenix pub - make good use of the assets in a difficult trading environment but income and profit do not cover the annual costs of the Trust.
- In 2009/10, the company generated £5.3m turnover of which circa 70% related to the events and exhibitions business. The ice rink generated £1.1m or 20% of total income. A new ice rink was built between May 2010 and January 2011 at a cost of £2.3m. The Phoenix pub has returned net losses in the last two full financial years.
- The Trust is continually reliant on the London Borough of Haringey to fund the annual deficit. Haringey Council contributed about £2m in 2010.
- The estimated restorative costs are around £29m to stabilise the building (to shell and core only).

(See Section 3 for further detail)

## 1.4 MARKET DEMAND

- Alexandra Palace and Park is very well positioned to take advantage of the considerable London market that exists within the M25, if the accessibility challenge can be overcome. The market is there to support a unique London destination.
- The domestic market is the important core audience. A reinvigorated Alexandra Palace and Park will be successful because friends and families in Haringey and across London will say *'Let's go to Ally Pally, let's take your friends/family when they visit next weekend'*. An offer that primarily attracts locals and Londoners is most likely to prove successful, as opposed to targeting overseas visitors as the core market, particularly given the wealth of product in central London targeted at overseas markets.
- Tourists will of course visit but they should be viewed as an upside rather than the foundation required to sustain the destination.
- There is a rich mosaic of socio-economic and cultural diversity across the residents of Haringey and London that provides wide reaching market

opportunities. The diversity of London allows a destination to consider a great spectrum of imaginative attractions and events.

(See Section 4 for further detail)

## 1.5 OPTIONS APPRAISAL

- The overarching objective of the options appraisal is to enable the identification of a 'preferred option' via a clear and transparent process, with a defensible rationale for eliminating options and with realistic delivery potential.
- The charitable status, history, heritage and local community associated with the Palace and Park are exactly what provide the destination with its unique character and brand. It is important to note that whatever the preferred option is moving forward, these elements will be embedded throughout.
- This options study focuses on **Strategic Concepts**, rather than specific uses for the Palace and Park. The identification of a preferred and viable strategic concept will provide the foundation for a strong brand that consumers, operators and investors can all buy into, and allows for a manageable options appraisal process at the same time. The key rationale for adopting an approach which focuses on Strategic Concepts first rather than a mix of uses is to ensure the preferred option:
  - is sufficiently differentiated and has **strength in the market** and is ultimately viable. The core use helps to define a clearer brand identity for the destination within the competitive market place;
  - can overcome the **funding and investment** challenge by focusing on the core use initially; and
  - provides a **catalyst for the complete regeneration** of Alexandra Palace and Park and enables a critical mass which will drive footfall and allow ancillary and complementary services and facilities to operate viably.
- A long list of strategic concepts has been appraised against a set of criteria out of which a short-listed and preferred option can be identified.

**Figure 1: Long list of Strategic Concepts**

Strategic Concept	Examples of 'core attractors'
Arts and Culture	e.g. Museum, Cultural institution, Creative quarter
Education	e.g. University, School
Conference and Exhibition	e.g. Flexible and supported venue for large format conventions, trade show exhibitions
Healthcare	e.g. Hospital, Rehabilitation centre, Care home

Strategic Concept	Examples of 'core attractors'
Industrial	e.g. Warehousing, Factory, Logistics centre
Leisure and Entertainment	e.g. Cinema, Ice rink, Activity centre, Visitor attractions, Casino, Nightclub (for sports related leisure, this would principally be focused on participating not spectating)
Offices	e.g. Government or Corporate headquarters
Place of Worship	e.g. Church, Mosque, Religious institution, public worship and gatherings
Research and Development	e.g. Business incubation, Science research centre
Residential	e.g. Primary housing and apartments, Second homes
Resort	e.g. Conference-based resort, Spa resort, Family resort
Retail	e.g. Shopping centre, Outlet centre, Market
Sports	e.g. Arena, Stadia, Home of professional club (principally focused on spectating not participating)
Transport Terminal	e.g. Coach or station, Rail terminus

- The criteria were based on the Vision and Mission statements (since non-compliance with these deem an option unfeasible), the physical compliance of an option within the Palace and Park; the strength of the market (both in supply and demand terms) and ultimately, whether the option is deliverable in terms of funding. In summary therefore:
  - Criterion 1: Does the Strategic Concept fit with the Vision and Mission?
  - Criterion 2: Is the Strategic Concept physically possible within the Palace and Park?
  - Criterion 3: Is there demand for the Strategic Concept in London and will it be sufficiently differentiated to compete within the competitive supply context?
  - Criterion 4: Is the Strategic Concept fundable?
 (See Section 5 for further detail)

## 1.6 PREFERRED STRATEGIC CONCEPT & POSSIBLE CONTENTS

- 'Leisure and Entertainment' emerged as the preferred strategic concept through the appraisal process. The rationale for evaluating the strategic concepts is presented in section 5.5.2.

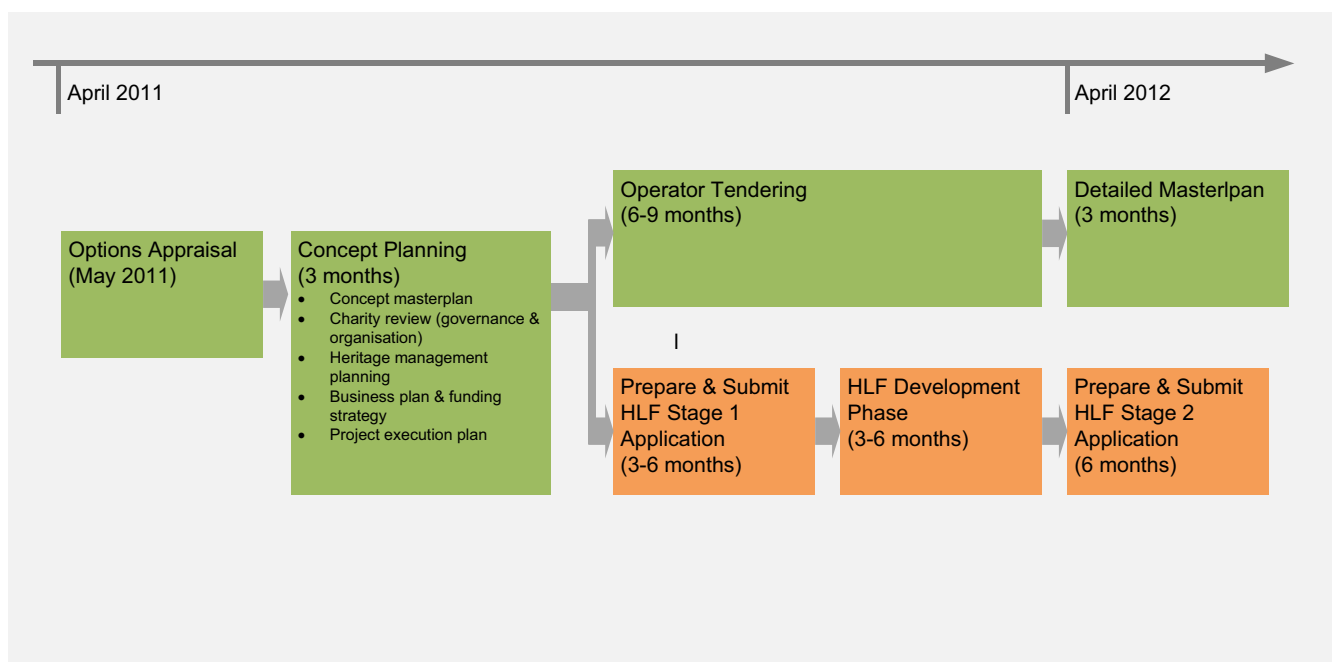
- Supported by the stakeholder consultations and feedback received, our analysis and assessment of the London market context, three potential 'core uses' have been identified which have formed the basis of three sub options, as follows:
  - Leisure and Entertainment – Destinations for Children (5-12 years)
  - Leisure and Entertainment – Live Music
  - Leisure and Entertainment – Sport and Active Leisure
- These sub-options have been subjected to a further iteration of appraisal (see Section 6), which combines desk based research into the market demand, supply and operator dynamics for each, as well as undertaking initial exploratory soundings from experts and operators within these fields.
- Based on the detailed appraisal and assessments undertaken, a Leisure and Entertainment offer that is anchored by live music is considered to present the greatest opportunity for catalysing the regeneration of Alexandra Palace and Park. This is founded on the basis that, irrespective of what the future regeneration holds for Alexandra Palace and Park, the value of the sites history and heritage should and must play an important and central theme in whatever is promoted or developed there, not least because of its merit and value *per se* but more importantly because of the value the history and heritage can bring to delivering a highly differentiated, unique and characterful destination.

(See Section 6 for further detail)

## 1.7 RECOMMENDATION & NEXT STEPS

- 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) 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.
- The key next steps are illustrated in Figure 2 and described below.

Figure 2. Indicative Next Steps



- Following the conclusion of the current **Options Appraisal** work (subject to the Trustees approval of the recommendations to proceed) a phase of **Concept Planning** could follow on immediately after.
- 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 the Trust's own house in order before involving third parties.
- 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, it is recommended that the tender process is based on Competitive Dialogue. The **Operator Tendering** phase therefore sets out the key stages of Competitive Dialogue
- During the Operator Tendering phase, tenderers will be shortlisted and engaged in competitive dialogue with the client to allow the commonalities between the tenderers to be understood and to work up the brief collectively. The outcome of the Operator Tendering will be a preferred operator with whom the client will agree heads of terms and embark on finalising the **Detailed Masterplan**.
- In parallel with the Operator Tendering it is proposed to initiate the **Heritage Lottery Fund application process**. The overall funding strategy will have



been refined in then Concept Planning phase but already we know that an HLF application for a significant capital sum is highly probable. Furthermore, the documentation required to support the Stage 1 and Stage 2 HLF Applications will be necessary for developing and undertaking the regeneration of APP in any case – so the process of developing the HLF applications is not only timely but also acts as a useful discipline for accelerating and preparing these project documents. The HLF process alters depending on the scale of investment applied for, but broadly speaking it is unlikely that a successful Stage 2 pass will be achieved in less than 12 months and more likely in around 18 months from start.



# MAIN REPORT



# 1 INTRODUCTION

## 1.1 SCOPE OF WORK

The Locum Consulting team of Colliers International has been commissioned by the Alexandra Palace and Park Trust to undertake an Options Appraisal and Feasibility Study for Alexandra Palace and Park.

### 1.1.1 AIM AND PURPOSE OF THE STUDY

Essentially, the aim of the study is to provide the Trust with the tools for making the best decisions in securing a sustainable future for Alexandra Palace and Park.

The Trustees want to explore the options for creating a commercially viable business, based on market demand, which meets their vision and mission, and protects and enhances the heritage status of the palace and park.

The purpose of this study is to give an assessment of options for re-use so that the Trust can move forward with delivering the successful regeneration of the Palace and Park.

### 1.1.2 STUDY SCOPE OF WORK

The study was conceived as a precursor to a masterplanning exercise.

The scope of work for this study includes:

- Review of previous studies and information
- Analysis of existing business activities
- Review of the current planning, transport and development context
- Key stakeholder consultation with the local community and Council officers
- Analysis of market demand and supply
- Appraisal of options with a full, decision-making audit trail demonstrating the rationale behind the journey from a long list of options, to a short list, to recommendations for a preferred option
- Addressing both the palace and the park in an holistic manner

The study commenced in January 2011 and is anticipated to conclude in May 2011.

### 1.1.3 THE CONSULTANT TEAM

The consultant team has been led by the Locum Consulting team at Colliers International, with specialist input from:



- Colliers International (destination consulting, planning, property advice)
- WSP (Transport)
- Gillespies (Design and Masterplan Advice)
- Allan Dadswell (Construction Costing)

## 1.2 THE CLIENT BODY AND STAKEHOLDERS

### 1.2.1 THE CLIENT BODY

Alexandra Palace and Park are owned and managed by a charitable trust, the Alexandra Palace and Park Trust (The Trust).

The Trust was originally created by an Act of Parliament in 1900, requiring the Trustees to maintain the Palace and Park and make them “available for the free use and recreation of the public forever”.

Since 1980, Haringey Council has been the sole trustee of the Trust, and holds on-going responsibility for the Trust’s administration.

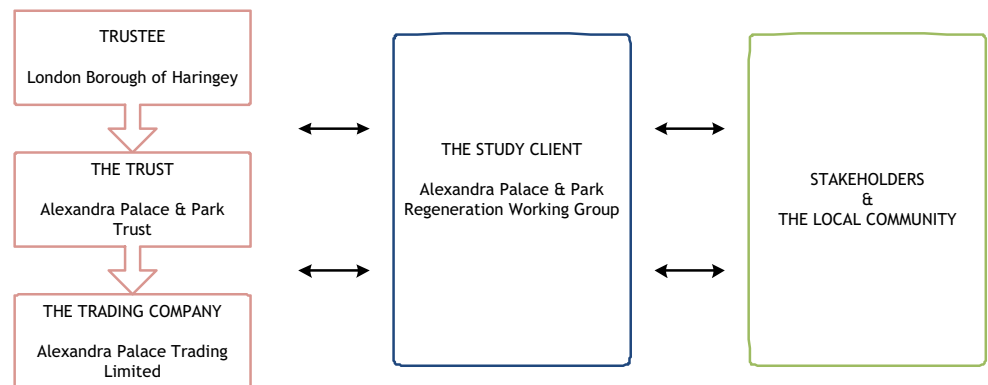
Existing business at the Palace is managed by the operational arm of the Trust, Alexandra Palace Trading Limited (The Trading Company).

For this study, Locum has worked directly to the Alexandra Palace and Park Regeneration Working Group, a specific officer task group established by the Trustees to lead on the regeneration of Alexandra Palace and Park.

The Regeneration Working Group is composed of representatives from the Trust, the London Borough of Haringey Council and the Trading Company.

All decisions will be made by the Board of Trustees following recommendations received from the APP Regeneration Working Group.

**Figure 3: Organisational structure**



**Figure 4: Alexandra Palace & Park Regeneration Working Group Membership**

<i>Name</i>	<i>Position</i>	<i>Organisation</i>
Anne Lippitt	Chair & Interim Director of Place & Sustainability	London Borough of Haringey
Rick Wills	Vice Chairman & Non-Executive Director	Alexandra Palace Trading Limited
Andrew Gill	Interim General Manager	Alexandra Palace and Park Trust
Rebecca Kane	Managing Director	Alexandra Palace Trading Limited
Kumar Muthalagappan	Non-Executive Director	Alexandra Palace Trading Limited
Julie Parker	Director of Corporate Resources	London Borough of Haringey
Mark Hopson	Head of Strategic & Physical Regeneration	London Borough of Haringey

## 1.2.2 STAKEHOLDERS

The consultant team has consulted with a range of key stakeholders and local community representatives throughout the study in order to listen to and consider ideas, comments and recommendations.

**Figure 5: Stakeholder consultation attendees**

<i>Name</i>	<i>Organisation/Group</i>
Denis Heathcote	APP Statutory Advisory Committee
Ahmet Yener	Lakeside Cafe
Sally Wood	The People's Palace
James Smith	Chair of CUFOS
Peter Davies	Ice Rink user
Monica Riven	Local Resident
Lucy Zanetti	Local Resident
Ben Price	The Whole Nine Yards
Keith Faulkes Underwood	Hornsey Historical Society
Rachel MacDonald	New River Action Group/Consultative Committee, Press & Publicity Officer for Hornsey Historical Society
Jacob O'Callaghan	Save Ally Pally/Consultative Committee Member Hornsey Historical Society Member
Nigel Grimes	Alexandra Park Cricket Club
David Liebeck	APP Statutory Advisory Committee
Andrew Salmon	Twisted Thread – Knitting Exhibition Organiser
Martin Hay	Independent / Personal interest
Denise Feeney	Muswell Hill/Fortis Green Residents Association
Colin Marr	Consultation Committee / APP Conservation Area
Gordon Hutchinson	Friends of Alexandra Park Chair
Andreas Kuomi	Exposure Magazine (Manager)
Annabel Adabie	Exposure Magazine – Youth Rep
Comfort	Exposure Magazine – Youth Rep
Helen Cole	Alexandra Palace and Park Trust
Charlotte Johnson	Alexandra Palace Trading Limited
Jane Lawrence (Observer)	Direct PR

The stakeholder engagement programme was conducted in two stages:

- 1 **Listen and Engage** - two stakeholder sessions were held on 10th and 12th of March 2011 at Alexandra Palace with the Locum team presenting work to date on the study, followed by an open forum for discussion and feedback. Both sessions were chaired by Cllr Egan, Chairman of The Trust.
- 2 **Report Back** – A further session will be held on 3rd May for the Regeneration Working Group to present the findings of the study back to stakeholders.

A range of local authority officers from the London Borough of Haringey were also consulted during the course of the study.

**Figure 6: Haringey officer consultees**

<i>Name</i>	<i>Position</i>
Marc Dorfman	Assistant Director for Planning & Regeneration
Ciara Whelehan	Planning Policy Team Leader
Malcolm Smith	Transport Planning Officer
Mortimer MacSweeney	Principal Conservation Officer
Richard Truscott	Design Officer

The feedback from the stakeholder sessions and wider consultations has fed into the options appraisal process.

## 2 STRATEGIC DIRECTION OF ALEXANDRA PALACE AND PARK

### 2.1 VISION AND MISSION

The regeneration agenda at Alexandra Palace and Park is led by the vision and mission of the Trust, which in turn are driven by the original purposes of the 1900 Act to create a place *‘for the free use and recreation of the public forever’*. The key wording from the Act is presented in Appendix 2. Interpretation of the Act is presented in Section 3.4.1.

We understand the Trust have adopted the vision and mission statements presented in Figure 7 following a fully engaged stakeholder process.

This vision and mission are important for the future regeneration of the Palace and Park as they help to frame its future direction and by doing so inform the criteria for appraising options.

**Figure 7: Vision and Mission of Alexandra Palace and Park Trust**

**Vision:**

*“To regenerate Alexandra Palace and Park, in the pioneering spirit of our founders, creating a proud, iconic London Destination with global appeal, a successful, valuable and sustainable asset for all, including the local community and stakeholders”*

**Mission Statement:**

*“To uphold, maintain and repair the Palace and to maintain the said Park and Palace as a place of public resort and recreation and for other public purposes”*

### 2.2 CHARITABLE STATUS AND HERITAGE

The charitable status of the Trust and the heritage designation of the Palace and Park are of critical importance in considering future options for use and have been taken as given in our approach and recommendations.

The Palace and Park both sit within a designated Conservation Area; the Palace is Grade II listed and the Park is Metropolitan Open Land.

Alexandra Palace is significant both in terms of its cultural history as well as its cultural heritage. It has been the birthplace of broadcast television, the home of a Victorian theatre and a legendary rock/pop music venue. The history and heritage of both the Palace and the Park will underpin any successful regeneration plans.

How the history and heritage of the site are brought alive remains in question but there is no doubt that whatever the future they will certainly form part of the brand, visitor experience and interpretation throughout the destination.

The charitable status and heritage aspects of the site also hold significance in relation to potential funding opportunities such as the Heritage Lottery Fund and the possibilities related to social enterprise.

## 2.3 SOME OF THE CHALLENGES AND RECENT HISTORY

Alexandra Palace is a cultural and heritage icon that has fallen on hard times.

The Palace is in a poor state of disrepair with only about 50% of the building (by area) currently in use. Annual maintenance costs are about £4m, with an estimated back log of about £29m (costed to repair and stabilise the fabric of the building).

The London Borough of Haringey currently meets the on-going operational deficit of around £2m per annum.

It is a critical situation and choosing the correct path forward has never been more important.

It is much loved by the people of Haringey, London and beyond, and presents a unique opportunity for regeneration through the creation of a reinvigorated destination.

There has been a raft of consultation work and attempted redevelopment at Alexandra Palace spanning the last 15 to 20 years.

The most recent was a proposal in 2006 to grant a 125-year lease to a developer. The original proposals were prevented as a result of a judicial review and the proposals subsequently did not progress. As such no long-term sustainable solution to the challenges that Alexandra Palace and Park face has yet been secured.

In recent years, the Trust and its Trading Company have worked hard to engage and build closer relations with the Council, key stakeholders and the local community.

The Trustees are leading the regeneration process and are committed to fulfilling the vision and mission of 'The Peoples Palace'.

## 2.4 THE LONG TERM OBJECTIVES AND ASPIRATIONS

The brief for the options appraisal study, and subsequent guidance from the client team, have helped to inform the long-term objectives and aspirations for Alexandra Palace and Park:

- To attain the Trust's vision and mission
- To be financial sustainable
- To eliminate the £2m annual subsidy from London Borough of Haringey
- To stabilise and protect the heritage assets
- To improve access to the Palace and Park
- To enhance local pride and sense of ownership

These provide an important backdrop to the options appraisal study and directly inform the appraisal criteria.

## 2.5 THE NEED FOR A STRATEGIC CONCEPT

The solution to such a situation is never simple or easy but in order to give regeneration the best chance of success an holistic and strategic approach is required.

Alexandra Palace needs to rediscover that core reason why people will be motivated to leave home and visit in significant numbers. There needs to be an 'core attractor' that drives footfall and spend, creating the gravity for ancillary uses to flourish and acts as the catalyst for a successful destination to take shape.

This study is based on an holistic approach and advocates the consideration of a **Strategic Concept** for Alexandra Palace and Park (see Section 5.3 for further explanation). The identification of a preferred and viable strategic concept will provide the foundation for a strong brand that consumers, operators and investors can all buy into, and allows for a manageable options appraisal process at the same time. The key rationale for adopting an approach which focuses on Strategic Concepts first rather than a mix of uses is to ensure the preferred option:

- is sufficiently differentiated and has **strength in the market** and is ultimately viable. The core use helps to define a clearer brand identity for the destination within the competitive market place;
- can overcome the **funding and investment** challenge by focusing on the core use initially; and
- provides a **catalyst for the complete regeneration** of Alexandra Palace and Park and enables a critical mass which will drive footfall and allow ancillary and complementary services and facilities to operate viably.

## 3 DESTINATION ANALYSIS

In order to understand the issues affecting Alexandra Palace it is important to analyse both the Palace and the Park within which it resides. Understanding the original purpose and function of each, and the issues they face today, provides the basis for considering future opportunities and solutions.

The Destination Analysis covers;

- the physical nature of the Park and Palace;
- transport and access issues;
- the planning context; and
- a review of current operations and maintenance costs.

### 3.1 THE PARK

#### 3.1.1 PARK DESIGN

Alexandra Palace and Park were conceived in the spirit of Victorian philanthropy as a great entertainment and recreation centre. The Great Northern Palace Company initiated the idea in 1860 and opened the Park in 1863.

The location for the Park and Palace was chosen because of its prominent hilltop position. Although greatly changed from the mid-nineteenth century, the view over London from the Palace is a major feature of the site. The Palace is situated at 89 metres above sea level (almost 300 feet).

The landscape architect Alexander Mackenzie was well known and his works include Finsbury Park and the Embankment Gardens. The style chosen for Alexandra Park was one of informality, in direct response to the formal layout of the grounds at Crystal Palace in south London.

The original carriageways were formed to allow visitors to walk around the site and enjoy views of the Palace from all directions. The original entrance to the Palace was along a grand avenue to the north. Following financial difficulties, some of the northern sections of the Park were sold off for development, including the main entrance avenue. Although the avenue remains, the main focus of the palace has shifted to the southern side.

The current roadway through the Park has not always been in existence. Tram services originally terminated at each end of the building. This all changed in the 1930s when the connecting road was constructed right alongside the southern elevation of the Palace.

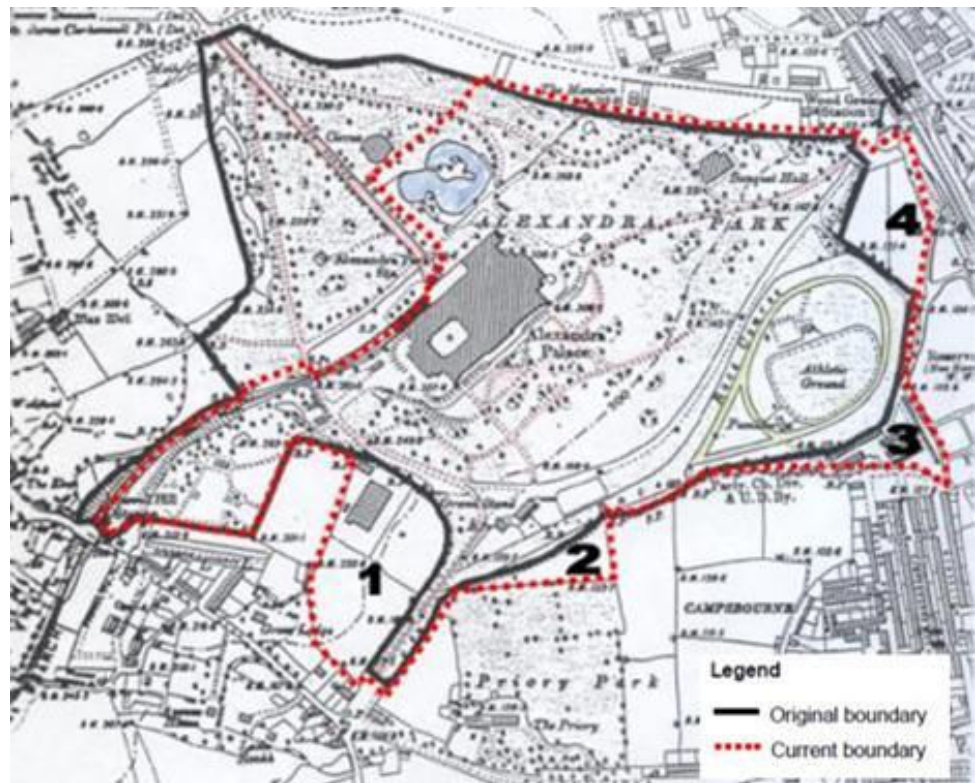
The open character of the lower slopes has changed since the Park was laid out. The Greater London Council planted thousands of trees during their tenure in the

seventies and eighties, and as they have matured they have become a great resource for wildlife but also a barrier between the upper and lower parts of the site.

**Figure 8: Park uses over years (original uses in red)**

- Miniature Railway (at the boating lake)
- Railway Station
- Tennis courts: three in the grove, six at the Avenue
- Japanese village (destroyed by fire)
- **Banqueting hall (destroyed by fire)**
- Rifle range and cottage (now the conservation area)
- **Race course, grandstand, paddocks and other buildings (demolished)**
- Circus
- **Athletic Ground**
- Two Football pavilions (demolished)
- Bowling green (lost to the temporary events pavilion in the 1980s)
- Village on stilts (in boating lake)
- Sea Scouts facility (demolished)
- Allotments (inside the race course – now open grass)
- Plant nursery (now the garden centre)
- A Bandstand (in the Grove)
- Children's Paddling pool (now basketball area)
- Lido (edging kerbs still visible)
- Air Training Corps facility (demolished)
- **Ornamental Lake**
- Two further ornamental lakes (on the land sold for development)
- Dry ski slope (closed down)
- Royal Observer Corps bunker (shut down, the surface structure extant)
- BBC Gardener's world garden (on the slope below the BBC Tower)

**Figure 9: Original and current park boundaries**



1: Nursery/Allotments, 2: Redston Field, 3: Newland Field, 4: Conservation Area

### 3.1.2 THE PARK TODAY

The present Park covers 196 acres (79 ha) and is composed of various landscape and habitat types.

The Park has seen various developments, changes and improvements since opening in 1863. A Heritage Lottery Grant was awarded in 2002 to fund a landscape development project totalling £3.5m which was concluded in 2007. Green Flag Awards have been awarded to the Park and a number of designations affect it including:

- **Conservation Area:** In 1979 the Palace and Park were designated a conservation area. This is '*an area of special architectural or historic interest, the character of which it is desirable to preserve or enhance*'. It does not include the Garden Centre or allotments.
- **Metropolitan Open Land:** The whole of the Park, including the Garden Centre and allotments, is designated as Metropolitan Open Land (MOL).
- **Historic Parks and Gardens:** The Park is Grade II listed on the English Heritage 'Register of Parks and Gardens of Special Historic Interest in England'.
- **Metropolitan Park:** The Park is designated as a 'Metropolitan Park' by the local Authority.
- **Nature Conservation/Ecology:** The Nature Conservation area at the Park is designated as 'An Ecologically Valuable Site of Borough Importance Grade I', the remainder of the Park is designated Grade II.

Figure 10: Existing park uses

<i>Uses</i>	
Parkland (196 acres)	Rose Garden
Cafés – The Grove and Lakeside	Pitch and Putt
Information Centre	Conservation Area
Playground and Skate Park	Cricket club and Sports Pitches
Boating Lake	Events inc. Farmers Market and Fun
Deer Enclosure	Fair/Circus
Garden Centre	c.1,500 parking spaces

### 3.1.3 KEY ISSUES AND IMPLICATIONS

There are a number of key issues affecting the Park which need to be understood in the context of how people access the Park and Palace, and the relationship between the two entities.

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> <li>• The Park is a well-used green resource both aesthetically and environmentally improved through an HLF grant in 2002-2007. It also has a strong relationship with the community who use it regularly.</li> <li>• The Park has Green Flag status</li> <li>• The Trust has management plans in place for the Park, the Landscape and Conservation and Heritage.</li> <li>• A number of activities take place there ranging from physical activities such as pitch and putt golf, to ecological areas celebrating local flora and fauna as well as the staging of festivals and outdoor markets.</li> <li>• The Park affords stunning views of London due to its topographical position.</li> </ul>	<ul style="list-style-type: none"> <li>• The Park has poor legibility and understanding of where you are and where you need to go, exacerbated by weak arrival points and gateways.</li> <li>• It is a good local park but, through the activities that go on there, is not necessarily nationally or internationally appealing.</li> <li>• The Park is partially zoned but not reinforced by good signage or an ordered collection of uses. Figure 11 shows zones 1-5:               <ol style="list-style-type: none"> <li>1 Local area</li> <li>2 Southern Terrace</li> <li>3 Ecological area</li> <li>4 The Grove</li> <li>5 Open green space</li> </ol> </li> <li>• There is a poor experience or journey through the Park which is un-orchestrated, sometimes dominated by traffic.</li> </ul>



## 3.2 THE PALACE

### 3.2.1 BUILDING DESIGN

In September 1865 construction of the Palace commenced, opening in 1873, having been moved from an original site in Kensington.

Sixteen days after it opened it burnt down and was totally destroyed.

It was rebuilt (though to a different design), and reopened in May 1875. Served by a branch of the Northern Railway (now defunct, though the station house still exists off the northern side of the building), Alexandra Palace covered seven acres, was built around three great auditoria and could stage concerts, exhibitions and banquets.

A second fire affected the building in 1980, the result of which is the form of the Palace today.

The Palace is a Grade II listed building. The full listing is presented in Appendix 4.

**Figure 12: Original palace in 1873 and as rebuilt in 1875**



**Figure 13: Main components of the original Alexandra Palace**

<b>Area</b>	<b>Description</b>
The Central Hall	Divided the Palace into two equal halves. Provided seating for about 12,000 visitors. The orchestra rose on the north side, like an amphitheatre, and was capable of accommodating a band and choir of 2,000 performers. The now famous Organ was erected in the Great Hall by Mr. Willis.
Theatre	Original capacity c. 2,500 seated
Concert Room and Lecture Hall	Located at the north of the building and fitted out to accommodate about 3,500 visitors.
Picture Galleries	Located along the front side of the building.
Conservatories and Open Gardens	Located either side of the Great Hall.
Refreshment Department	Ground floor in the south-west and south wings, which consisted of a series of dining-rooms and buffets, with billiard and smoking rooms adjoining.

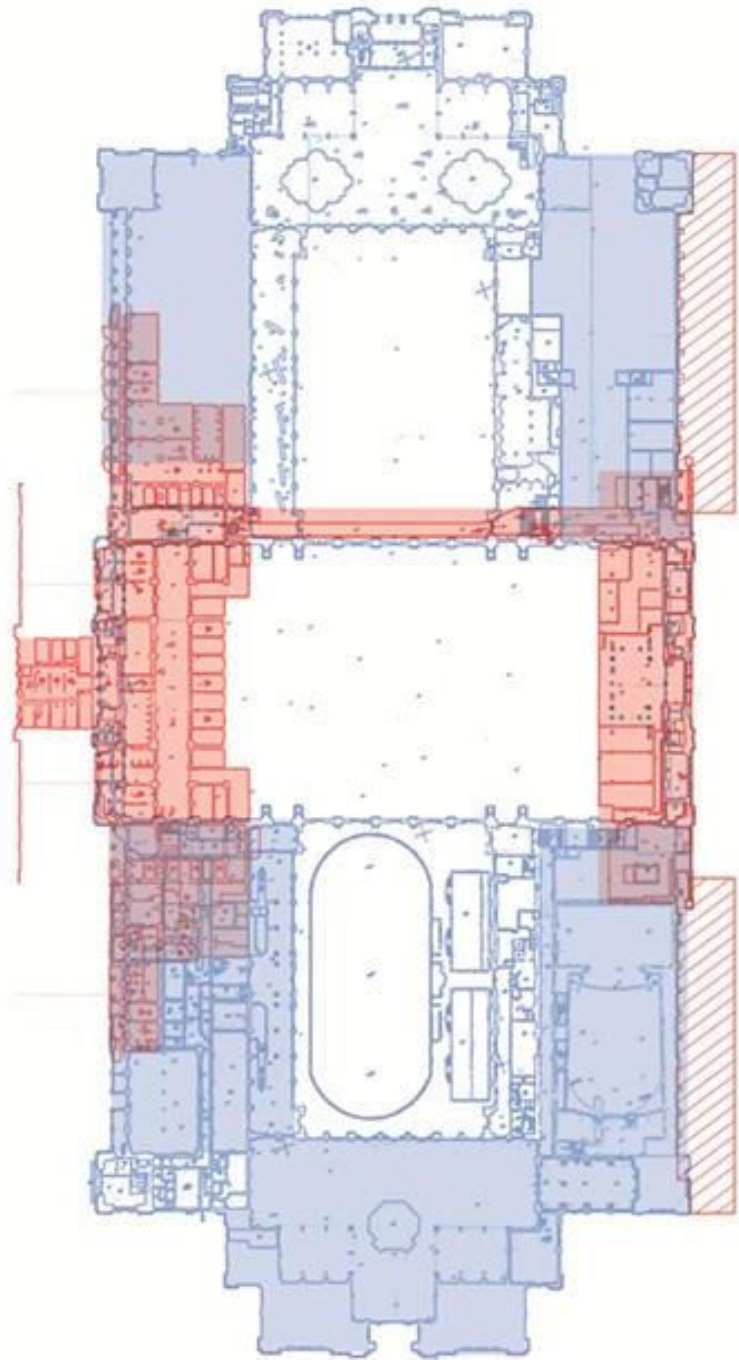
The total building footprint, including the void space currently used as a service yard adjacent to the north end of Palm Court, is approximately 30,700m<sup>2</sup>.

Today, the main event activities take place in the Great Hall, the West Hall, the Palm Court, the Ice Rink area and the offices in the former BBC studios. These activities account for about 50% of the built fabric of the building. A full description of the current activities is presented in Section 3.5.

The significantly under-utilised areas of the building include the theatre (currently unsafe) and the basement.

**Figure 14: Analysis of current building use**

<b>Generally utilised (Shaded white in plan)</b>	<b>Under-utilised (Shaded blue/red in plan)</b>
Great Hall West Hall Palm Court area Ice Rink	Theatre East Foyer Basement (in red) Panorama Room External areas adjacent to the northern façade Former BBC Studios area North west extent (albeit partially for servicing)



Source: Gillespies

### 3.2.2 KEY ISSUES AND IMPLICATIONS

There are a number of key strengths and weaknesses affecting the Palace that need to be understood in thinking about future spatial solutions and how the building will be utilised as part of a preferred strategic concept.

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> <li>• It is a Victorian building type with valued remnants from that era and of extraordinary scale making the composite spaces flexible for re-use.</li> <li>• The Victorian theatre has high archaeological value but if it is to be more than a curiosity it needs serious investment, vision and versatility.</li> <li>• Other areas of Alexandra Palace have undergone extensive modification. The feel of the original building (1875) with the two large open courtyards is gone and original details and materials have been replaced with modern forms, sometimes inappropriate to the building, for example, the Panorama Room. The building fabric has been much adapted and has a brick wall structure (with cement stucco stone details) that can accommodate further alteration.</li> </ul>	<ul style="list-style-type: none"> <li>• Redevelopment following the 1980 fire has been piecemeal and uncoordinated leaving parts of the building unfulfilled and unfinished.</li> <li>• The Northern façade (formerly the main entrance to the building) has become uninviting and 'tired' relieved only by the central frontispiece.</li> </ul>

### 3.3 ACCESS AND TRANSPORT

Alexandra Palace and Park are located in a moderately accessible area of London with a Public Transport Accessibility (PTAL) score of 2/3 (in a range 1-6 where 1 is poor). There are several bus routes and Alexandra Palace rail station but no direct Underground access.

This is an average level of accessibility to public transport. It is seen as good for residential areas (which often range from 1-3) but not as good as town centres which tend to be higher at 4-6.

Accessibility varies across the site. While the site entrances at the east and west boundaries exhibit PTAL ratings of 3 due to their proximity to rail stations and bus routes, the Palace itself has a PTAL value of 2, owing to the 750m walk to/from the site boundary.

### 3.3.1 BUS SERVICES AND ACCESS

There are a total of five bus routes accessible to Alexandra Palace and Park providing transport to areas across London including Finsbury Park, Edmonton, Barnet, Edgware and Northumberland Park.

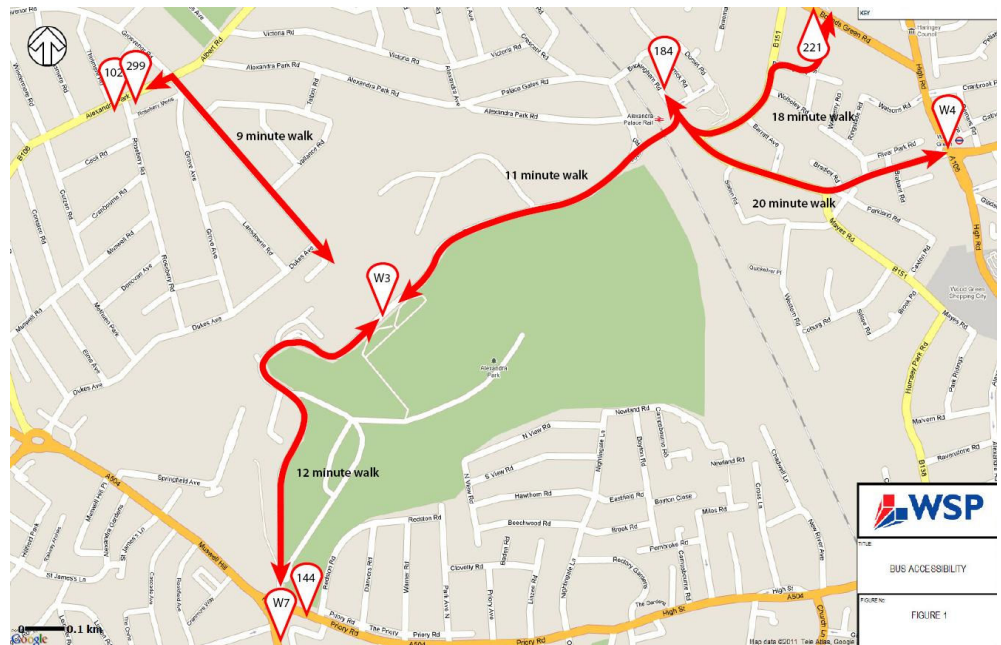
**Figure 15: Local bus routes**

<b>Bus Route</b>	<b>Destinations</b>	<b>Peak Hour Frequency</b>
102	Edmonton Green Bus Station – Green Lanes – Rosebery Road – East Finchley Station – Brent Cross Shopping Centre	7.5 mins
144	Muswell Hill Broadway – Alexandra Park – Wood Green Station – Edmonton Green	8 mins
184	Turnpike Lane Bus Station – Alexandra Palace – Amos Grove – New Barnet Station – High Barnet	8.5 mins
221	Turnpike Lane – Park Avenue – North Finchley – Mill Hill East – Edgware	6 mins
299	Cockfosters Station – Southgate Station – Bounds Green Station – Rosebery Road – Muswell Hill	15 mins
W3	Finsbury Park – Weston Park – Alexandra Park – Alexandra Palace – White Hart Lane – Northumberland Park	5 mins
W4	Mitchell Road – Wood Green Station – Wilmot Road – Stamford Road – Tottenham Town Hall – Ferry Lane	10 mins
W7	Muswell Hill Broadway – Alexandra Palace – Wolseley Road – Crouch Hill – Finsbury Park	4.5 mins

Source: WSP

There are numerous bus routes serving the site and catering for travel to a number of destinations. In addition, buses can be used to access underground and mainline rail stations for travel further afield.

Figure 16: Bus route mapping for Alexandra Palace



Source: WSP

### 3.3.2 UNDERGROUND SERVICES AND ACCESS

Wood Green Station is the nearest Underground station to the site, located at a distance of 900m from the site entrance (equating to an 11 minute walk), providing access to Piccadilly Line services.

The Piccadilly Line provides access to Cockfosters to the East, whilst in the west the line splits into two branches at Acton Station providing access to Uxbridge to the northwest and Heathrow Airport (Terminal 5) in the southwest.

Figure 17: Operating hours and frequency of trains to Wood Green station

	<b>First Train</b>	<b>Last Train</b>	<b>Frequency (trains per hour/one way)</b>
Piccadilly Line (northbound)	06:13	00:57	18
Piccadilly Line (southbound)	05:24	00:09	24

Source: WSP

The Piccadilly Line serves a number of key destinations within London which provide onward connection to additional Underground and rail services including: Finsbury Park (Victoria Line – 7 minutes journey time); Kings Cross (Hammersmith and City / Circle / Metropolitan lines, Northern Line and Victoria Line – 15 minutes);

Holborn (Central Line – 19 minutes); Piccadilly Circus (Bakerloo Line – 23 minutes) Green Park (Jubilee and Victoria Lines – 25 minutes); and South Kensington (District and Circle Lines – 31 minutes).

### 3.3.3 OVERGROUND SERVICES AND ACCESS

Alexandra Palace Rail is located within 100m of the Park entrance and about 10 minutes' walk to the Ice Rink entrance of the Palace. It provides good access to Highbury and Islington, Kings Cross and the rest of London and the South East to the south.

In addition, Alexandra Palace Rail forms part of the East Coast Line making further destinations such as Peterborough, Leeds, Durham, Newcastle and Edinburgh accessible.

**Figure 18: Typical destinations, frequencies and peak hour journey times from the nearby railway stations**

<b>Station</b>	<b>Train Operator</b>	<b>Destinations</b>	<b>Frequency (t.p.h. one way)</b>
Alexandra Palace Rail	First Capital Connect	Stevenage – Hertford North – Enfield Chase – Palmers Green – Alexander Palace - Moorgate	6

Source: WSP

There are numerous satellite stations that provide commuting opportunities, in particular:

- Potters Bar: 16 minute commute, 3 trains per hour, 267 space car park.
- Stevenage: 35 minute commute, 3 trains per hour, 453 space car park.
- Hitchin: 51 minute commute, 3 trains per hour, 354 space car park.
- Peterborough: 1 hour 30 minute commute, 3 trains per hour, 1065 space car park.

### 3.3.4 CYCLING INFRASTRUCTURE AND ACCESS

In addition to public transport provision Alexandra Palace and Park provides good infrastructure for cyclists in and around the site.

A Park route runs through the site. This route connects to the wider cycle network to the east at its junction with Bedford Road and to the west with its junction with Alexandra Palace Way.

From these junctions it is possible to navigate to many areas in the vicinity, including central London, using signposted and recommended cycle routes.

### 3.3.5 KEY ISSUES AND IMPLICATIONS

There are a number of transport and access issues facing the Palace and Park:

- The Palace is only directly served by the W3 bus service. If there is an intensification of use at the Palace, additional or enhanced services would be required.
- Lack of direct Underground access is a major hindrance to attracting significant visitor numbers.
- It is a long walk uphill from Alexandra Palace station.
- The main road through the Park is not adopted and is in poor condition.
- Major events cause traffic congestion. The main W3 bus service suffers as a result. Improved management of the car parks in recent years has helped to reduce the amount of congestion that takes place on major event days.
- There is no controlled parking to the north and to the west of Alexandra Palace station, and parking by visitors is often unpopular with local residents.

Any proposed regeneration plans would need to be presented with a travel plan comparing the existing scenarios and proposed activity levels on event days and non-event days. Four key junctions would need to be assessed at:

- Muswell Hill/Priory Road
- Park Avenue/Station Road
- Palace Gates/Buckingham Road
- Park Avenue/Bounds Green Road

Cycle routes should also be improved through the Park. Funding has been secured through the Local Implementation Plan for a new cycle route through the Park.

In previous years, a cable car/gondola link has been proposed to link the Palace and Alexandra Palace Station. Urban cable cars can be used to overcome physical obstacles and voids in transport infrastructure. However, rarely can they return on their investment and they typically serve as a means of transport rather than as attractions in their own right and therefore are bound to price according to local transport rather than a premium price for the experience. No detailed feasibility study for such a facility has been undertaken that we are aware of.

## 3.4 PLANNING CONTEXT

There are two core elements that will set the framework within which any regeneration activity at Alexandra Palace will take place:

- The Act of Parliament originally from 1900;

- And the Local Development Plan for the Borough.

Whilst the Act of Parliament is law, and the Local Development Plan is policy guidance, both of these would have to be satisfied for any regeneration plans to take place. They essentially run side of side and it is not as simple as stating that law, i.e. the Act of Parliament takes precedent.

### 3.4.1 ALEXANDRA PARK AND PALACE (PUBLIC PURPOSES) ACT 1900

In considering the existing and proposed planning policy situation in relation to future development proposals at Alexandra Palace and Park, it is imperative to acknowledge the Alexandra Park and Palace (Public Purposes) Act, originally from 1900 and amended in 1913 and again in 1985.

The Act states that the Palace and Park must remain available *'for the free use and recreation of the public forever'*. The key wording of the Act is presented in Appendices 2.

We understand that the reference to *'free'* in the body of the Act has been deemed to mean free as in unfettered, rather than free as in gratis.

At present it is considered that the Act, in its current form, restricts the degree to which the Palace and Park can be used for commercial uses which do not promote recreation, relaxation and enjoyment.

### 3.4.2 PLANNING POLICY FRAMEWORK

The planning policy framework for Alexandra Palace and Park comprises the Local Development Plan for the Borough, which is made up of the adopted London Plan 2008 (consolidated with alterations since 2004 and published in February 2008) and the London Borough of Haringey Unitary Development Plan (adopted 2006).

The following planning policy documents have been reviewed in reference to possible regeneration plans at Alexandra Palace, with full detailed analyses presented in Appendices 3:

- London Borough of Haringey Unitary Development Plan (UDP) 2006
  - OS4: Alexandra Palace and Park
- London Borough of Haringey Local Development Framework
  - Core Strategy
  - Development Management Development Plan Document (DPD)
  - Heartland and Wood Green Area Action Plan

In the UDP, Alexandra Palace and surrounding park is designated as Metropolitan Open Land (MOL) and as such is given the same level of protection as the green

belt. Essential facilities for appropriate uses will only be acceptable where they do not have an adverse impact on the openness of the MOL.

The site falls within a Conservation Area and therefore any development proposals must seek to preserve and enhance the qualities of the built and historic environment.

Furthermore, Alexandra Palace itself was designated as a Grade II listed building in 1996 and therefore listed building consent would be required to demolish, extend or alter the building. Applications that affect listed buildings are required to demonstrate that the proposed development would respect the listed building's character and appearance and special architectural or historical interest.

### THE RANGE OF POSSIBLE USES IS VERY OPEN

The existing policy framework for Alexandra Palace and Park permits a wide range of uses through UDP Policy OS4 part e), which would be considered acceptable as part of proposals for a mixed-use scheme. Figure 19 details the possibility for a mix of uses covering arts, culture, entertainment, sport, recreation, ancillary food and drink, business, residential and hotel/conferencing.

These uses would be possible provided that they complement as far as possible the function of Wood Green Metropolitan Town Centre and are subject to compliance with other national, regional and local planning policies.

Although at present Policy OS4 is the primary planning policy against which a development proposal should be considered, once the Core Strategy is adopted (intended to be adopted in November 2011) there will be greater pressure for an overarching policy framework either, specifically for the site, or, as part of a wider regeneration initiative.

#### Figure 19: London Borough of Haringey UDP site specific 'saved' Policy OS4 (e)

*'Provide a range of uses for the Palace, which complement the outdoor activities in the Park and complement as far as possible the function of Wood Green Metropolitan Town Centre. It is considered that the Palace should be used primarily for a mixture of arts, cultural and entertainment, educational, sport and recreation and other uses within the D1 (non-residential institutions) and D2 (assembly and leisure) Use Classes. Within the existing curtilage of the Palace some ancillary use for food and drink (Use Class A3), Business (Use Class B1), residential, hotel and conference purposes may be acceptable as part of a mixed-use scheme'*

The supporting text to the Policy states:

*'The Palace's proximity to Wood Green Metropolitan Centre makes it appropriate for mixed-use schemes, primarily for arts, cultural and entertainment uses. These schemes should have no adverse impact on the Town Centre.'*

## AN OPPORTUNITY TO INFLUENCE EMERGING POLICY

The Core Strategy Proposed Submission Document highlights an opportunity to create a Cultural Area at Alexandra Palace which could link up with the existing Cultural Quarter at Wood Green/Haringey Heartlands centred around the Chocolate Factory. Wood Green Town Centre is viewed as a Key Growth Area within the Borough and given the proximity of Alexandra Palace there is an opportunity to assist in the area's wider regeneration.

The Development Management DPD is in early stages of preparation and is scheduled for further public consultation towards the end of 2011. There is an opportunity therefore to influence the policies, particularly Policy DMP26, through the submission of representations to Haringey Council.

Preparation of the Heartlands and Wood Green Area Action Plan is unlikely to commence until the Core Strategy has been adopted (intended as November 2011). We therefore consider that a unique opportunity exists to promote the inclusion of Alexandra Palace and Park within the Area Action Plan boundary which will bring significant benefits to both the site itself and Wood Green Metropolitan Centre.

Area Action Plans are development plan documents, which mean they carry the full weight of the planning system in determining planning applications. Their purpose is to deliver planned growth, stimulate regeneration, protect areas sensitive to change through conservation policies, make proposals for enhancement and resolve conflicting objectives in areas where there is significant development pressure.

The Area Action Plan would consider the physical, economic and social opportunities, which can be exploited by major investment in both Alexandra Palace Wood Green Metropolitan Centre and the significant benefits that can be delivered by bringing forward the development of Alexandra Palace as part of a wider regeneration initiative. The key objective should be to secure a comprehensive development and regeneration strategy for the area that will deliver for the long term.

## 3.5 REVIEW OF CURRENT OPERATION

### 3.5.1 A CHALLENGING ENVIRONMENT

The business operations at Alexandra Palace and Park take place within very challenging circumstances which are important to bear in mind when considering the current situation. Essentially, the existing operation makes good use of its assets in a difficult trading environment.

Key considerations include:

- The scale and enormity of the building and site

- The fact that the building is partially dilapidated and in constant need of repair
- The required revenue subsidy from Haringey Council, currently at c.£2m
- A reliance on a multitude of disparate and unconnected uses
- Access to the Palace and Park is a major issue which limits footfall

### 3.5.2 CURRENT BUSINESS PERFORMANCE

Alexandra Palace Trading Limited operates three core businesses in events and exhibitions, the ice rink and the Phoenix pub.

#### EVENTS AND EXHIBITIONS

The events and exhibitions business is the natural means to make best use of the large halls and is the primary business at Alexandra Palace.

In 2009/10, the company generated £5.3m turnover of which circa 70% related to the events and exhibitions business. Event catering generated circa £1.3m or 36% of total events income.

In 2009/2010, the Palace held 135 events, with 56 in the Great Hall and West Hall. The hire of the main halls creates a diverse programme of consumer exhibitions, sports and music events, banqueting and weddings. They are also hired as film locations and exam halls.

**Figure 20: Event Highlights 2009/2010**

Event	Type
World Darts Championships	Sport
Make Up Artist Trade Show	Consumer exhibition
Spirit of London Awards	Award Show/Banquet
Royal Mail Awards	Award Show/Banquet
The Wedding Show	Consumer exhibition
Anandustav Indian Festival (Bollywood)	Live Music
Jay-Z	Live Music
Nike Indoor Football	Sport
ACCA Exams	Exams
Fire Works	Community

Alexandra Palace attracted a total of 22 Consumer events in 2009/2010, representing about 35% of total annual income.

Live Events/Live Concerts represented 13% of total income with Exams and Community events 12% and 11% respectively. The majority of sport is represented by 1 event - the World Darts Championships.

The consumer events market in particular is increasingly competitive and, in general, demand is trending away. Of particular concern is a shrinking industry with high competition from various purpose built venues in more accessible locations across London. As a result, business tends to rely on low value/high volume events which, although low risk and stable, do not present a growing market opportunity.

### **ICE RINK AND PHOENIX PUB**

The ice rink is a popular local leisure facility, particularly for the teenage audience in Haringey. Historically the ice rink has been a core contributor to income and profit.

In 2009/2010 the ice rink generated £1.1m or 20% of total income (net profit c.£175,000). Typically, the ice rink attracts about 170,000 annual visits. A new ice rink was built between May 2010 and January 2011 at a cost of £2.3m.

The Phoenix pub operates as a food and beverage business adjacent to the Palm Court. The limited footfall potential of the current situation has resulted in net losses in the last two full financial years, with a marked improvement anticipated for 2010/2011.

Both the ice rink and the pub typically attract single purpose visits with limited cross sell to the rest of the destination. Ideally a mixed leisure offer at the Palace and Park would aim to encourage greater cross selling opportunities.

The accessibility challenges in particular lead to low footfall and subsequent passing trade needed to support ancillary facilities on non-event days.

### **3.5.3 THE CHALLENGE OF BREAKING THE SUBSIDY REQUIREMENT**

In the current situation, the income and profit produced by the Trading Company and other activities is not sufficient to cover the expenditure required to maintain the Palace and Park.

Consequently, the Trust is continually reliant on the London Borough of Haringey (as the ultimate Trustee) to subsidise the annual deficit. Haringey Council contributed about £1.8m in 2006, £2.9m in 2008 and £2m in 2010.

The ambition of the Trust and Haringey Council is to create a financially independent Alexandra Palace and Park. However, to achieve this is not straightforward since on the one hand the Council need the Palace and Park to be financially self-sufficient before granting it independence, while on the other hand, to achieve a financially sustainable solution the Palace and Park ideally need to be independent from the Council.

The purpose of the options appraisal is to break this cycle by identifying a financially viable way forward to allow the Council to grant the Palace and Park its independence in the knowledge that as the current Trustee it is adequately discharging its obligations and financial responsibilities.

**Figure 21: Trust Expenditure and Funding 2006, 2008 and 2010**

Trust Expenditure	2006		2008		2010	
	£	% of total	£	% of total	£	% of total
Community events	£121,020	2%	£136,254	3%	£153,944	5%
Leases and concessions	£78,899	1%	£213,048	5%	£12,218	0.4%
Park and Palace running costs	£3,947,351	72%	£2,399,643	56%	£1,954,673	62%
Security of the site	£626,615	11%	£785,965	18%	£873,879	28%
Governance costs	£47,993	1%	£65,792	2%	£158,775	5%
Ice rink	£687,014	12%	£669,534	16%	n.a	n.a
<b>Total</b>	<b>£5,508,892</b>	<b>100%</b>	<b>£4,270,236</b>	<b>100%</b>	<b>£3,153,489</b>	<b>100%</b>

Funded by						
	£	% of total	£	% of total	£	% of total
Voluntary income	£1,374,248	25%	£306,638	7%	£332,603	11%
APTL gift aid	£1,000,000	18%	£713,000	17%	£399,928	13%
APTL licence fee	£255,000	5%	£0	0%	£150,000	5%
Ice rink	£842,982	15%	£108,426	3%	£0	0%
Community events income	£70,181	1%	£47,139	1%	£68,803	2%
Lease income	£101,365	2%	£130,355	3%	£169,478	5%
Other	£4,803	0.1%	£80	0%	£535	0.02%
Council deficit funding	£1,860,313	34%	£2,964,598	69%	£2,032,142	64%
<b>Total</b>	<b>£5,508,892</b>	<b>100%</b>	<b>£4,270,236</b>	<b>100%</b>	<b>£3,153,489</b>	<b>100%</b>

Source: Alexandra Palace and Park Trust

### 3.6 REVIEW OF RESTORATIVE COST ESTIMATES

The consultant team's cost advisor has reviewed the estimated refurbishment costs for Alexandra Palace and provided a high level sense check of the figures. Set out below is an overview of the findings.

The cost estimate is based on a review of documents prepared by King Sturge in 2005:

- Alexandra Palace Refurbishment Cost Overview, King Sturge April 2005
- Alexandra Palace Refurbishment Cost Overview, King Sturge September 2005

The King Sturge reports are quite detailed but the level of pricing is such that allowances for large items, rather than individual rates, have been used. Hence the review can only provide a relatively high level 'sense check'.

The headline figure for the appropriate refurbishment of the Palace is c. £29m. This is dependent on the following key points:

- Refurbishment should be to a condition referred to as a 'developers shell', with upgraded mechanical and electrical services and improvement of adjacent external areas



- Costs have been used from King Sturge's September 2005 report as it is the most recent and most detailed study.
- Figures have been updated to reflect inflation and prices in Q1 2011

The review indicates that £29m is an appropriate upper level order of cost and would suggest it would be possible to refurbish the old kitchen area and basement areas within this sum.

However, this is dependent upon the structural, M&E and other allowances being sufficient and this will only be known once further investigations have been done.

These refurbishment costs concentrate on the built fabric and do not take into account landlord services. Aside from this study, the Trust have been advised that to refurbish to a basic shell an additional estimated £10m would be required to cover landlord services such as heating, fire alarms, hot and cold water services, ventilation and extraction, emergency lighting and carbon management and controls. This figure is purely indicative and based on a professional opinion and interpreted as such.

## 4 MARKET DEMAND ANALYSIS

There are two core visitor markets for Alexandra Palace and Park:

- **Day visitors** – including local residents and anyone who may visit London for the day
- **Tourists** – including both overseas and domestic staying visitors

In the following sections these markets are explored to understand their segmentation, scale and potential to visit Alexandra Palace and Park.

### 4.1 DAY VISITOR MARKET

A layered approach, beginning with the immediate local authorities and working out, has been used to assess the resident population which will make up the day visitor market to Alexandra Palace and Park. This results in the following population doughnuts:

- Level 1: London Borough of Haringey
- Level 2: The neighbouring boroughs surrounding Haringey (i.e. Barnet, Camden, Enfield, Islington, Hackney and Waltham Forest)
- Level 3: Rest of London
- Level 4: Rest of UK

**Figure 22: Day visitor populations**

	Population
Level 1 Haringey	226,000
Level 2 Neighbouring boroughs	1,497,000
Level 3 Rest of London	5,449,000
Level 4 Rest of UK	54,628,000

Source: Office for National Statistics 2001 census

#### 4.1.1 LEVEL 1: LONDON BOROUGH OF HARINGEY

Haringey had a population of about 216,000 at the 2001 census, with a projected population estimate of 226,000 for 2009<sup>1</sup>.

ONS data shows that the proportion of the population in Haringey that is economically active is slightly lower than London and national averages.

<sup>1</sup> Haringey Town Report – Experian March 2011

**Figure 23: Economic activity of working age population**

	<i>Haringey</i>	<i>London</i>	<i>England</i>
Working age population	162,727	5,300,332	35,532,091
Economically active	65%	68%	67%
Economically inactive	35%	32%	33%

*Source: Office for National Statistics 2001 census*

The ABC1 socio-economic groupings show an over-representation when compared to the UK average. Skilled manual workers are low and those on benefits or unemployed are in line with UK averages.

**Figure 24: Social grade**

<i>Group</i>	<i>% of Haringey</i>	<i>% of UK</i>	<i>Index Av=100</i>
AB. Higher/intermediate managerial/admin/professional	26%	22%	121
C1. Supervisory, clerical, junior managerial/admin/professional	32%	29%	109
C2. Skilled manual workers	9%	15%	62
D. Semi-skilled and unskilled manual workers	15%	17%	86
E. On state benefit, unemployed, lowest grade workers	18%	17%	105

*Source: Office for National Statistics 2001 census*

## MOSAIC CONSUMER PROFILING

The **MOSAIC** Consumer Classification is a socio demographic/lifestyle segmentation model derived from data from the 2001 Census. It categorises people according to their socio-demographic profile, lifestyles, culture and behaviour.

According to the Mosaic profiling, Haringey has four very well represented groups when compared to the UK average. This clearly demonstrates the diversity of the Borough's population and the distinction between lower income areas in the east of the Borough and the wealthier village communities like Crouch End and Muswell Hill to the west.

- **'Terraced Melting Pot' (36%)** described as 'people who work in relatively menial, routine occupations and are poorly educated'
- **'Upper Floor Living' (25%)** described as 'people who are on limited incomes and rent small flats from local councils or housing associations. Typically these people are young single people or young adults sharing a flat'.
- **'Liberal Opinions' (25%)** described as 'young, professional, well educated people, cosmopolitan in their tastes, liberal in their views, who enjoy the vibrancy and diversity of inner city living'.
- **'Alpha Territory' (7%)** described as 'the most wealthy and influential individuals in the UK, an increasingly large proportion of this group are wealthy foreign nationals'.

**Figure 25: Mosaic breakdown for Haringey compared to the UK**

#	Group	% of Haringey	% of UK	Index Av=100
A	Alpha Territory	7.2%	3.5%	206
B	Professional Rewards	0.0%	8.6%	0
C	Rural Solitude	0.0%	4.3%	0
D	Small Town Diversity	0.0%	8.6%	0
E	Active Retirement	0.3%	3.6%	9
F	Suburban Mindsets	3.0%	12.0%	25
G	Careers and Kids	0.0%	5.8%	0
H	New Homemakers	0.8%	4.6%	17
I	Ex-Council Community	0.0%	9.7%	0
J	Claimant Culture	0.6%	5.8%	10
K	Upper Floor Living	26.1%	5.0%	525
L	Elderly Needs	0.8%	4.3%	19
M	Industrial Heritage	0.0%	7.7%	0
N	Terraced Melting Pot	35.9%	7.6%	472
O	Liberal Opinions	24.8%	8.3%	299
U	Unclassified	0.3%	0.7%	52

Source: Office for National Statistics 2001 census

## DAY VISITORS TO HARINGEY

The Local Area Tourism Impact Model (LATI) provides a dataset that estimates the number of day visitors to each of the London boroughs.

The LATI model takes London-level data from the major national surveys (International Passenger Survey and UK Tourism Survey) and new data on day visitors from an omnibus survey, and distributes it across the London boroughs. Bear in mind, the results are still only indicative of tourism volume and value.

According to the latest LATI data, Haringey received 2.3 million day visitors in 2007 (excluding business travellers), spending a total of £158m.

**Figure 26: Estimated volume and value of Haringey day visitors 2007**

	Day visitors
Day visits (3+ hours)	2.35m
Spending (£ millions)	£158m
Average expenditure	£67

Source: Local Area Tourism Impact Model - Haringey July 2009

### 4.1.2 LEVEL 2: THE NEIGHBOURING BOROUGHS

The six neighbouring boroughs around Haringey have a population of about 1.5 million.

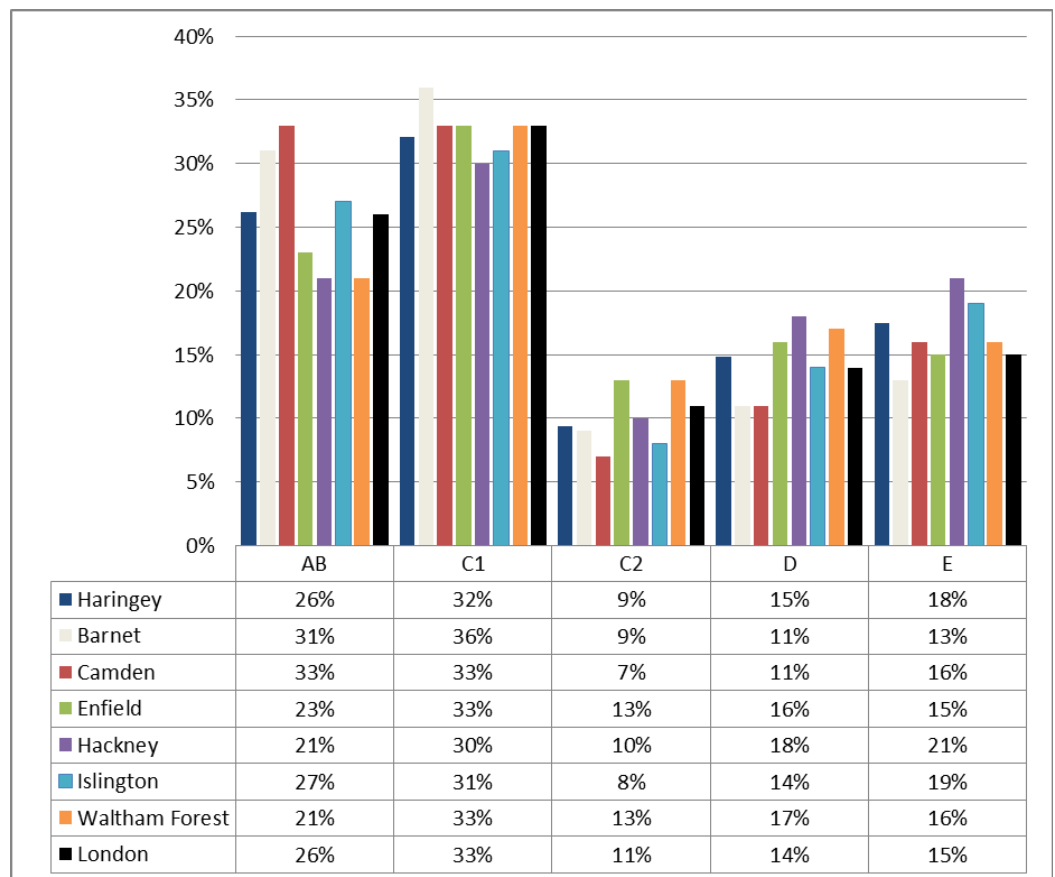
In general, the neighbouring area is characterised by a population with a similar socio-economic profile to the London average, with a slight lean to towards the lower income groups.

The AB groups (representing those in higher and intermediate managerial/ administrative/ professional positions), are particularly well represented in Barnet, Camden and Islington. Waltham Forest and Hackney have fewer.

The C1 group (skilled manual labour) is fairly comparative to the London average across each of the Boroughs.

Groups D and E (which are characterized by semi- and unskilled manual workers, unemployed and those claiming benefits) are generally higher than the London average, especially across Hackney and Waltham Forest.

**Figure 27: Socio-economic profile of neighbouring boroughs**



Source: Office for National Statistics 2001 census

According to LATI data published by the LDA in 2009, Haringey’s six neighbouring boroughs received about 31m day visitors in 2007 (excluding business travellers), spending around £2.1bn.

Camden is the strongest day visitor market in the area with just less than 40% of visitors and spending, displaying the popularity of the Camden Lock Market as a day visit destination.

**Figure 28: Volume and value of day visits to neighbouring boroughs**

	<b>Day Visitors</b>		<b>Spend</b>	
	<i>Total</i>	<i>% of total</i>	<i>Total</i>	<i>% of total</i>
Haringey	2.3m	7%	£158m	8%
Barnet	6.7m	21%	£451m	21%
Camden	11.6m	37%	£782m	37%
Enfield	2.9m	9%	£192m	9%
Hackney	1.9m	6%	£125m	6%
Islington	3.9m	12%	£256m	12%
Waltham Forest	2.0m	6%	£136m	6%
<b>Total</b>	<b>31.3m</b>	<b>100%</b>	<b>2,100m</b>	<b>100%</b>

Source: Local Area Tourism Impact Model -LDA July 2009

#### 4.1.3 LEVEL 3: REST OF LONDON

The rest of London, excluding Haringey and the neighbouring boroughs, has a population of about 5.5 million.

The London Development Agency<sup>2</sup> report that UK residents make an estimated 181m day trips to London each year, spending a total of £12bn whilst in the capital.

When compared to the other London boroughs, Haringey ranks 24th out of 33 in terms of total day visitors.

<sup>2</sup> London Development Agency (July 2009), *Local Area Tourism Impact Model – based on 2007 data*

Figure 29: London boroughs ranked by total day visitors 2007

#	London Boroughs	Total Day Visitors	Total Spend
1	Westminster	46,600k	£3,136m
2	Kensington & Chelsea	12,900k	£866m
3	Camden	11,600k	£782m
4	Southwark	7,300k	£490m
5	Hammersmith & Fulham	6,900k	£465m
6	Barnet	6,700k	£451m
7	Lambeth	6,400k	£433m
8	Ealing	5,800k	£392m
9	Tower Hamlets	5,800k	£392m
10	City of London	5,600k	£378m
11	Croydon	5,100k	£342m
12	Hillingdon	4,300k	£290m
13	Wandsworth	4,185k	£282m
14	Bromley	3,978k	£268m
15	Islington	3,900k	£256m
16	Merton	3,650k	£246m
17	Kingston-upon-Thames	3,335k	£224m
18	Hounslow	3,245k	£218m
19	Havering	3,041k	£205m
20	Greenwich	2,999k	£202m
21	Enfield	2,850k	£192m
22	Brent	2,711k	£182m
23	Richmond-upon-Thames	2,609k	£176m
24	Haringey	2,345k	£158m
25	Newham	2,286k	£154m
26	Bexley	2,237k	£151m
27	Redbridge	2,183k	£147m
28	Waltham Forest	2,017k	£136m
29	Harrow	1,993k	£134m
30	Sutton	1,904k	£128m
31	Hackney	1,864k	£125m
32	Lewisham	1,701k	£114m
33	Barking & Dagenham	1,029k	£69m
<b>London Total</b>		<b>181m</b>	<b>£12,184m</b>

Source: Local Area Tourism Impact Model -LDA July

NB Does not include business travellers.

#### 4.1.4 LEVEL 4: REST OF UK

The UK, excluding London, has a potential day visitor market of about 55m people.

According to the latest VisitEngland day visitor survey from 2005, the total number of day visits made in England is 872m trips per year, of which 674m are taken in towns and cities. May was the most popular month with 90m trips.

Average expenditure per trip was about £43 across England and £46 for inland towns and cities. For town/city visits people travelled an average distance of 28 miles and spend, on average, 3.4 hours at the destination.

**Figure 30: England day visitor market**

Item		
Total trips		872m
	To towns/cities	674m
Total expenditure		£37,432m
Average spend per trip		£43
Average trip duration at destination (hrs)		3.4

Source: England Leisure Visits Survey 2005, VisitEngland

## 4.2 TOURIST MARKET

Tourists are a major visitor market for both London and Haringey. In this analysis, the tourist market has been divided into three sections:

- Overseas tourists to the UK and London
- Domestic tourists to the UK and London
- Tourism in Haringey

In 2009, the total tourism market in the UK was estimated at 156m visits, with 30m overseas visits and 126m domestic. Tourism value is estimated at £17m for overseas tourists and about £21 billion for domestic spend.

In London, the total market is estimated at about 25m visits and £10.5 billion spend, with a greater representation from overseas visitors.

**Figure 31: Tourism market volume and value 2009**

	UK		London	
	Volume	Value	Volume	Value
Overseas	30m	£17m	14m	£8,300m
Domestic	126m	£21,881m	11m	£2,200m
Total	156m	£21,898m	25m	£10,500m

Source: VisitBritain / VisitEngland 2009

### 4.2.1 OVERSEAS TOURISTS TO THE UK AND LONDON

#### TO THE UK

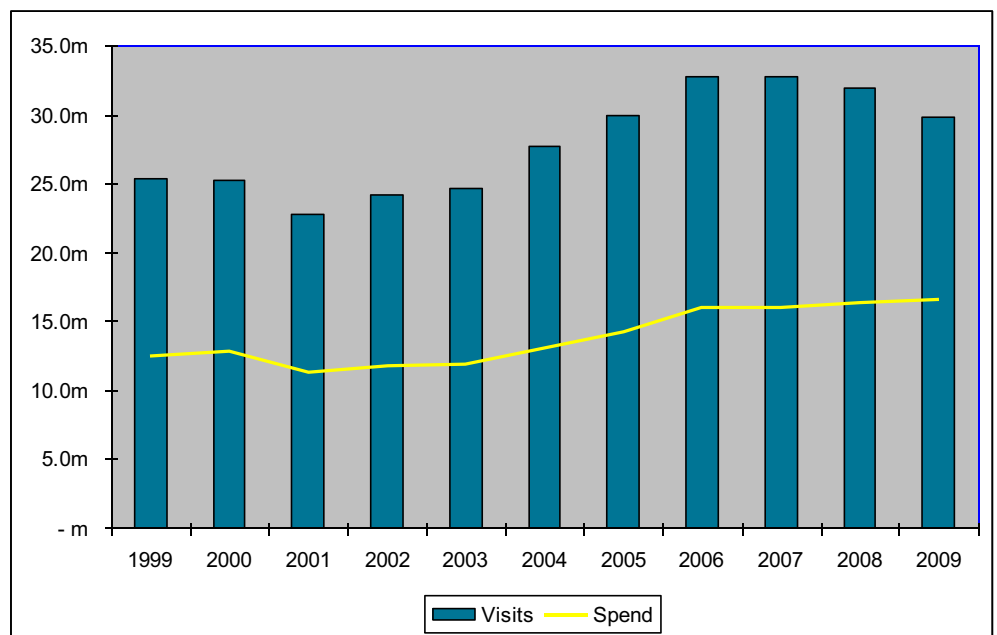
Inbound tourism has been affected by the global economic downturn, more so in relation to total visits rather than actual spending. According to the Office of National Statistics, the number of visits to the UK fell in 2008 for the first time since 2001, and dropped again in 2009.

Overseas residents made 29.9 million visits to the UK in 2009, compared with 32.8 million in 2007, a fall of 9%.

However, despite the decline in the number of visits, spending on trips to the UK reached record levels during 2009. Overseas residents coming to the UK spent a total of £16.6 billion, an increase of 4 % on the 2007 figure.

Regionally, London remained by far the most-visited city or town in the UK by overseas residents, with a total of 14.2 million visits (down 3.7% from 2008), followed by Edinburgh (1.3m) and Manchester (0.8m).

**Figure 32: UK Inbound tourism visits and spend 1998-2009**



Source: Office of National Statistics 'Travel Trends 2009'

Overall, visits by residents of the USA fell sharply in 2008 and 2009, resulting in the USA slipping from first to third in the table of countries whose residents make most visits to the UK.

France took over the top spot followed by Ireland. France, Ireland, USA and Germany are the most significant markets by volume, all contributing over 2.7m annual visits.

Spending in the UK by residents of the USA has fallen since 2008, but despite this, they remain the highest spending overseas visitors to the UK, constituting 13% of the total amount spent by overseas residents in the UK. Other major spending countries were Germany, France, Ireland, Spain, Italy and Australia.

**Figure 33: Visits and spend to the UK by country of origin 2009**

#	Market	Visits	% total	Spend	% total
1	France	3.78m	13%	£1,151m	7%
2	Ireland	2.95m	10%	£1,038m	6%
3	USA	2.88m	10%	£2,173m	13%
4	Germany	2.78m	9%	£1,167m	7%
5	Spain	2.16m	7%	£1,001m	6%
6	Netherlands	1.72m	6%	£599m	4%
7	Italy	1.22m	4%	£591m	4%
8	Poland	1.04m	4%	£362m	2%
9	Australia	0.91m	3%	£856m	5%
10	Belgium	0.90m	3%	£255m	2%

Source: International Passenger Survey 2009

## TO LONDON

The International Passenger Survey estimates that there are about 14 million visits to London annually by people from overseas, 50% of which are on holiday and 23% visiting friends and relatives.

**Figure 34: Overseas visits to London, 2009**

Purpose	Visits	%
Holiday	7.1m	50%
Business	2.5m	18%
VFR	3.2m	23%
Study	0.1m	1%
Misc	1.1m	8%
Total	14.1m	100%

Source: International Passengers Survey

Total spend from overseas tourists in London was £8.3 billion for 2009. Overseas holiday visits to London stay for an average of about 6 days, spending about £100 per day.

About 50% of overseas visitors to London originate from Europe. The USA is the largest single country market by volume and value.

**Figure 35: Overseas 'holiday' visits to London, 2009**

Item	
Spend	£8,300m
Visits	14.1m
Nights	86m
Days per trip	6
Spend per trip	£590
Spend per day	£98

Source: International Passengers Survey

#### 4.2.2 DOMESTIC TOURISTS WITHIN THE UK AND LONDON

##### TO THE UK

The UK Tourism Survey is a national survey, carried out on a continuous basis, which monitors the number of trips made by UK residents, to UK destinations, involving one night or more away from home.

In 2009, there were 126m trips made, a 7% increase from 2008. Just under 50% were holidays and 35% were staying with friends and relatives (VFR).

Total domestic tourism spend in the UK was about £28.8 billion in 2009, about 80% of which was from people on holiday and visiting friends and relatives.

**Figure 36: Domestic tourism in the UK 2009**

	Trips	% total	Spend	% total
Holidays	61m	48%	£12,612m	58%
VFR	44m	35%	£4,509m	21%
Business	18m	14%	£4,336m	20%
Other	3m	2%	£424m	2%
<b>Total</b>	<b>126m</b>	<b>100%</b>	<b>£21,881m</b>	<b>100%</b>

Source: UK Tourism Survey 2009

##### TO LONDON

According to the UKTS, there were about 10.8 million domestic trips to London in 2009, a 5% decline from 2008. Total spend was £2.23 billion.

The most likely people to visit an attraction are those on holiday or staying with friends and family, about 70% of the total domestic market. That leaves a 'core' domestic tourism market of about 7.7 million trips a year in London.

**Figure 37: Domestic visits to London 2009**

	Trips	% total	Spend	% total
Holidays	3.5m	32%	£951m	43%
VFR	4.2m	39%	£434m	19%
Business	2.7m	25%	£789m	35%
Other	0.3m	3%	£55m	2%
<b>Total</b>	<b>10.8m</b>	<b>100%</b>	<b>£2,230m</b>	<b>100%</b>

Source: UK Tourism Survey 2009

#### 4.2.3 TOURISM IN HARINGEY (STAYING VISITORS)

The most recent available data estimates there are about 222,000 staying tourists in Haringey per year, spending about £92m. Overseas visitors accounted for 63% of all visitors and over 80% of spend.

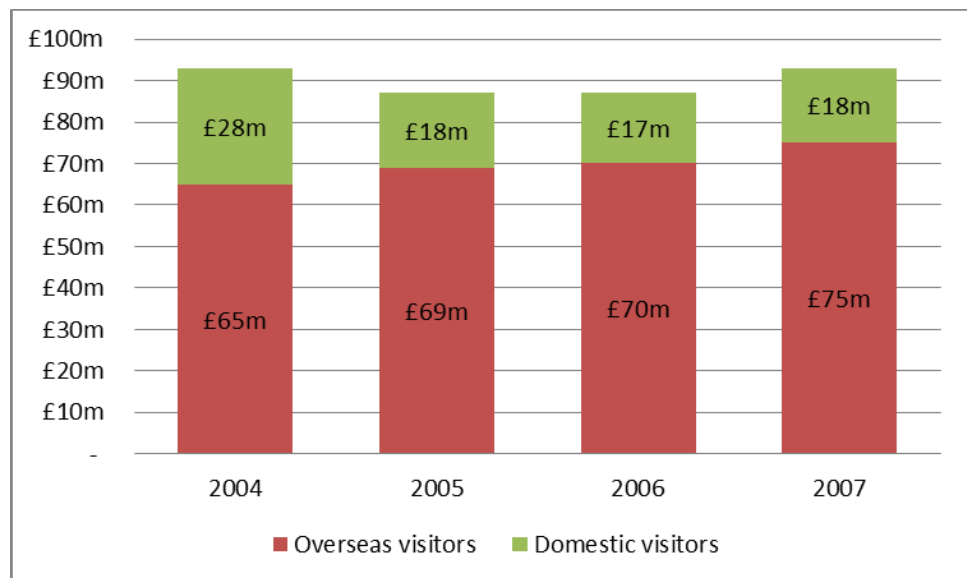
**Figure 38: Volume and value of tourism in Haringey 2007**

	Overseas visitors	% of total	Domestic visitors	% of total	Total Staying Visitors
Visitors	140,000	63%	82,000	37%	222,000
Spending	£75m	81%	£18m	19%	£92m
Average expenditure	£533	-	£217	-	-

Source: Local Area Tourism Impact Model - Haringey July 2009

In the period from 2004 -2007, total tourism expenditure was fairly consistent around £90m, with the contribution from overseas visitors showing a gradual increase.

**Figure 39: Estimated tourism expenditure in Haringey 2004-2007**



Source: Local Area Tourism Impact Model - Haringey July 2009

When compared to other London boroughs, Haringey ranks 27th of 33 for both staying visitors and spend. Westminster, Kensington and Chelsea and Camden are the most popular tourist destinations.

Figure 40: London Boroughs ranked by total visitors

#	London Boroughs	Total Staying Visitors	Total Spend
1	Westminster	9,000k	£3,689m
2	Kensington & Chelsea	2,900k	£1,226m
3	Camden	1,800k	£751m
4	Hillingdon	1,000k	£406m
5	City of London	700k	£304m
6	Ealing	600k	£233m
7	Hammersmith & Fulham	600k	£245m
8	Lambeth	600k	£213m
9	Southwark	600k	£217m
10	Tower Hamlets	600k	£252m
11	Barnet	500k	£199m
12	Croydon	500k	£204m
13	Islington	500k	£189m
14	Newham	463k	£179m
15	Enfield	428k	£173m
16	Bromley	386k	£161m
17	Havering	377k	£153m
18	Wandsworth	344k	£143m
19	Kingston-upon-Thames	322k	£136m
20	Hounslow	319k	£135m
21	Brent	296k	£122m
22	Richmond-upon-Thames	291k	£116m
23	Harrow	268k	£112m
24	Bexley	253k	£103m
25	Redbridge	246k	£102m
26	Greenwich	241k	£98m
27	Haringey	222k	£92m
28	Merton	207k	£86m
29	Hackney	202k	£82m
30	Lewisham	192k	£78m
31	Sutton	185k	£77m
32	Waltham Forest	178k	£73m
33	Barking & Dagenham	111k	£45m
<b>London Total</b>		<b>£25m</b>	<b>£2,203m</b>

Source: Local Area Tourism Impact Model - Haringey July 2009

### 4.3 IMPLICATIONS FOR ALEXANDRA PALACE & PARK

- Alexandra Palace and Park is well positioned to take advantage of the considerable London market that exists within the M25, if the accessibility challenge can be overcome. The market is there to create a unique London destination.
  - There are about 226,000 people living in Haringey

- Haringey receives around 2.3m day visitors, spending £158m (2007)
- The six neighbouring boroughs around Haringey have a population of about 1.5m and attract about 31m day visitors, spending around £2.1 billion (2007)
- The rest of London, excluding Haringey and the neighbouring boroughs, has a population of about 5.5m
- UK residents make an estimated 181m day trips to London each year, spending a total of £12bn whilst in the capital (LDA 2007).
- The domestic market is the important core audience. A reinvigorated Alexandra Palace and Park will be successful because friends and families in Haringey and across London will say *'Let's go to Ally Pally, let's take your friends/family when they visit next weekend'*. An offer that primarily attracts locals and Londoners is most likely to prove successful, as opposed to targeting overseas visitors as the core market.
- Tourists will of course visit but they are likely to be an additional market, rather than the foundation.
  - There are about 14m visits to London annually by people from overseas, 50% of which are on holiday and 23% visiting friends and relatives.
  - Total spend from overseas tourists in London was £8.3 billion for 2009. Overseas holiday visits to London stay for an average of about 6 days, spending about £100 per day.
  - About 50% of overseas visitors to London originate from Europe. The USA is the largest single country market by volume and value.
- There is a rich mosaic of socioeconomic and cultural diversity across the residents of Haringey and London that provides wide reaching market opportunities. The diversity of London allows a destination to consider a great spectrum of imaginative attractions and events.

## 5 OPTIONS APPRAISAL

### 5.1 SUMMARY AND OBJECTIVE OF PROCESS

The following section describes the key stages of the options appraisal process, the structure of which has been informed by HM Treasury's Green Book guidance.

The overarching objective of the options appraisal is to enable the identification of a 'preferred option' and by doing so ensure that:

- the overall process is clear, transparent and understandable;
- the rationale for eliminating options through the various stages is clear and defensible;
- and the preferred option has a realistic 'delivery' potential.

It is accepted that the approach taken to appraise options must be an iterative one in order to allow for the gradual discounting of options that fall short of the regeneration aims and the refinement of options which express potential.

This iterative process has involved a series of consultation rounds covering the Trustees, Employees of the Trust and Trading Company, The Regeneration Working Group, Local Residents and Stakeholder Groups. Their feedback has been used to refine the process and aid the progressive discounting of options and identification of preferred options.

### 5.2 BALANCING COMMERCIAL, CULTURAL AND COMMUNITY OBJECTIVES

The history and heritage associated with the Palace and Park are rich and valuable, and irrespective of what the future holds in terms of its regeneration and future uses, it is fully acknowledged that these fundamental stories must be embedded through everything that is promoted and developed on the site in partnership with the local community.

In particular, the unique assets such as the original BBC Studios, the Victorian Theatre and the Willis Organ are valuable assets which need to be brought back into use in some form.

The story of 'Ally Pally - the Peoples Palace' and the involvement of the local community provides the destination with unique character and brand value and it is fully recognised and accepted that this will need to continue in the future. It is important to note therefore that whatever preferred option is identified, the following will continue to play an integral role in the future of the Palace and Park:

- Community involvement and social enterprise e.g. the CUFOS community centre

- Celebrating the history and heritage of the Palace and Park with imaginative interpretation and events e.g. the story of the BBC studios and broadcast television or the first rave in 1967 with the 14 Hour Technicolour Dream event
- Environmental best practice and stewardship both in the Park and the Palace e.g. building on the Conservation and Landscape Management Plans and Green Flag park status
- Accessibility for all with a network of more legible routes through the park that link key entrances and arrival points, as well as fully accessible changing places and toilets
- Educational and learning programmes for the community, visitors and staff related and tied into the core destination concept
- A commitment to high quality design, improved public realm, quality green spaces and outdoor seating areas attractive both by day and night.

Importantly, while each of the above has the potential to add significant value to the future regeneration of the Palace and Park none of them in isolation have the ability to solve the regeneration conundrum.

The challenge is to ensure that the commercial, cultural and community aspects of the Palace and Park post-regeneration are suitably balanced so that the collective objectives of the Trust and the stakeholders can be met and that through their combination added value is achieved.

**Figure 41: Balancing Commercial, Cultural and Community Aspects**

Key Issue	
<b>Commercial</b>	<p><b>“Need it...”</b> e.g. commercial operator(s) which deliver(s) high quality product and experiences in the Palace and Park and positive financial returns to maintain the Palace and Park buildings, infrastructure and wider services and enables the Trust to deliver on its charitable objectives.</p>
<b>Cultural</b>	<p><b>“Have it...”</b> e.g. exploit the rich heritage and culture associated with the Palace and Park by embedding and interpreting it throughout the future uses and programming to add value to the overall offer and differentiate it within the London marketplace.</p>
<b>Community</b>	<p><b>“Want it...”</b> e.g. deliver positive local benefits such as community programming, improved accessibility, improved local amenities and employment opportunities by embracing and involving the community throughout the Palace and Park</p>

We return to this table in Section 5.6 to consider how the Commercial, Cultural and Community aspects might practically work in relation to the preferred option identified and potential 'offers' being considered for the Palace and Park's future.

## 5.3 INTRODUCING THE IDEA OF STRATEGIC CONCEPTS

### 5.3.1 WHY STRATEGIC CONCEPTS?

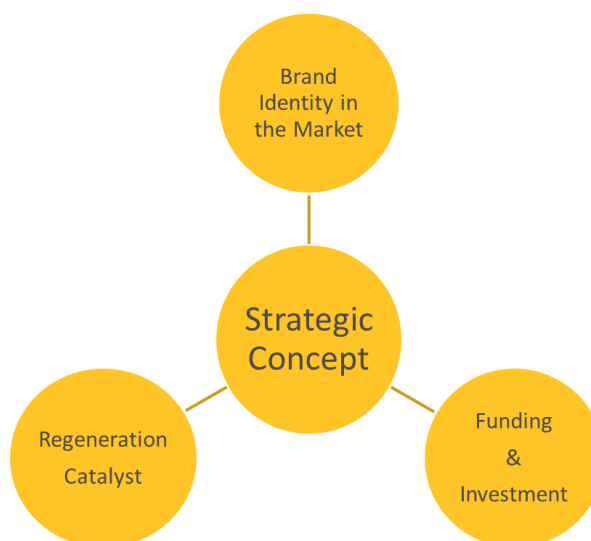
Alexandra Palace needs to rediscover that core reason why people will be motivated to leave home and visit in significant numbers. There needs to be an core attractor that drives footfall and spend, creating the gravity for ancillary uses to flourish and acts as the catalyst for a successful destination to take shape.

This study is based on an holistic approach and advocates the consideration of a **Strategic Concept** for Alexandra Palace and Park.

The identification of a preferred and viable strategic concept will provide the foundation for a strong brand that consumers, operators and investors can all buy into, and allows for a manageable options appraisal process at the same time. The key rationale for adopting an approach which focuses on Strategic Concepts first rather than a mix of uses is to ensure the preferred option:

- is sufficiently differentiated and has **strength in the market** and is ultimately viable. The core use helps to define a clearer brand identity for the destination within the competitive market place;
- can overcome the **funding and investment** challenge by focusing on the core use initially; and
- provides a **catalyst for the complete regeneration** of Alexandra Palace and Park and enables a critical mass which will drive footfall and allow ancillary and complementary services and facilities to operate viably.

Figure 42: Three core reasons for the Strategic Concept approach



### 5.3.2 STRATEGIC CONCEPTS – AN ALTERNATIVE TO APPRAISING USES

For large scale regeneration challenges like Alexandra Palace and Park, whereby one is not starting from a blank sheet of canvas, and the situation is complicated by issues such as:

- multiple stakeholder interests, tenancy and leasehold agreements;
- a variety of existing uses which may or may not remain in the future and many of which are unrelated to one another;
- significant accumulated debt and on-going liabilities;
- listed buildings or value historic assets, many of which are in a very poor state of repair;

...a standard appraisal process which seeks to appraise the future use of the property tends to be overly simplistic and will invariably be unable to respond to the complexity of the situation.

Ultimately, one will find that the number of permutations for a mix of 'uses' across a variety of options will quickly become unmanageable. It also becomes hard to make relative judgements between options because of the considerable overlap of uses between them.

An alternative approach which seeks to overcome this and has a proven record, is to focus not on individual uses *per se*, but to initially appraise different options in terms of Strategic Concepts and only later, once a single Strategic Concept has been arrived at should this then be exploded into specific uses.

Hence, for this appraisal we are initially focused on appraising possible **Strategic Concepts** rather than individual uses for the Alexandra Place and Park.

### 5.3.3 WHAT IS THE STRATEGIC CONCEPT AT ALEXANDRA PALACE?

Alexandra Palace and Park is, for a number of reasons, widely recognised as an iconic and highly valued landmark in London.

Over the years it has played host to a range of different uses, attracting a range of audiences from the local area, more widely across the UK and on occasion from overseas.

Its reputation, and essentially, what it is known for as a destination, is interpreted differently by many of these audiences.

It began life in 1873 as north London's response to Crystal Palace in the south and a place to exhibit and showcase the latest in knowledge, technology and culture.

This was anchored by the programming of the central hall and various performance venues and supported by a range of ancillary facilities.

From its opening its Strategic Concept was about 'Culture and Exhibitions'. To the majority of audiences, this is what Alexandra Palace and Park was known for. This was what underpinned its functional reputation.

More recently, as considerable elements of the Palace remain in disrepair and the majority of its attractions operate independently from one another, as a whole, the Palace and Park have no overarching Strategic Concept.

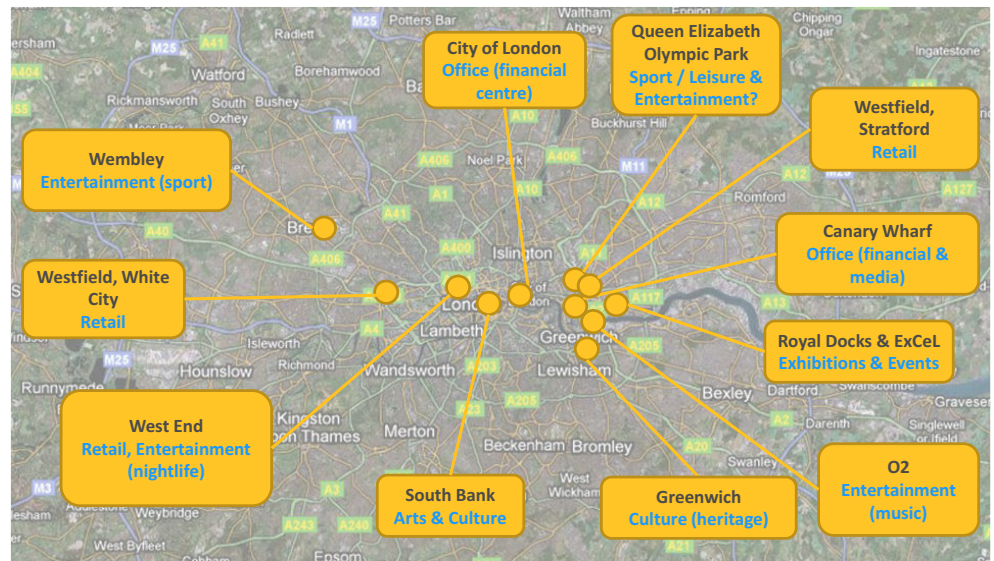
As a single entity it represents a destination that has lost its identity and has no Strategic Concept.

### 5.3.4 SOME EXAMPLES OF STRATEGIC CONCEPTS

London is made up of a complex mosaic of places and destinations. Within it there are many well defined destinations which have a strong reputation beyond the local area and this serves to attract people and investment.

Figure 43 illustrates a selection of these well-known destinations and makes reference to their Strategic Concept i.e. what they are singularly widely known for.

**Figure 43: London destinations and their Strategic Concepts**



Importantly, many of the building blocks which make up these highly differentiated and unique destinations are actually very similar. Many contain a mix of residential, office and leisure facilities. Many include hotels and guest accommodation. All of them have to include transport connections to enable people to get there seamlessly but some are served more by public methods than private and *vice versa*.

What makes each of the destinations unique is not these basic and relatively consistent building blocks, but instead the core 'attractors' which create a high degree of differentiation for each place.

### THE SOUTHBANK: ARTS AND CULTURE



In the case of the Southbank, it is the quality of the cultural programming and the concentration of cultural and arts facilities which defines its' Strategic Concept.

Importantly though, it does not preclude the Southbank having some of the highest office rents achieved across London, nor does it stop there being commercial and more mainstream attractions like the London Eye and the London Aquarium, or the branded hotels, cafes and bars which one would see in many other places across London.

Importantly though, the Southbank is known to the outside world as a destination underpinned by Arts and Culture and it uses this to its advantage to differentiate itself, raise its profile and ultimately attract higher numbers of footfall, accommodation, spending and investment to help sustain it.

### THE O2: LEISURE AND ENTERTAINMENT (MUSIC)



The O2 began life as the Millennium Dome. A government sponsored celebration of the millennium which attracted the highest number of paid visitors to a UK attraction ever in a single year. Despite this, the scale of investment and the continued operational and political problems dogged the scheme and it closed at the end of 2000 to enormous criticism.

Significant further investment transformed the maligned project into Anschutz Entertainment Group's O2 to become one of the world's most successful music based event venues. Currently, only part of the original dome has been refurbished and further phases of development both inside and surrounding it are planned. The reputation of the O2 is firmly reinforced by its widely recognised Strategic Concept as a music based 'Leisure and Entertainment' venue.

However, the O2 Arena and small Indigo venues are supported by a range of food and beverage outlets, corporate showcases, touring exhibitions and the permanent British Music Experience within the building. In the wider destination there is already considerable residential and office development and a major hotel in

development. Despite the scale of this wider development, the O2 destination will always be known as a music-based Leisure and Entertainment venue.

#### VINOPOLIS: LEISURE, CULTURE AND EVENTS (WINE THEME)



Vinopolis began its life in the spectacularly redeveloped railway arches on London's Southbank. Its initial aim was to showcase wine from around the world focused around a core visitor attraction with a variety of ancillary services. Quickly after launching it soon became evident that the attraction was in far less demand than the themed and characterful venue for business events, parties, product launches and wedding receptions. The business model changed and rather than relying on admission revenues to the attraction, the business relied far more heavily on the venue hire business and commercialisation of the spaces for corporate showcases, retail, food and beverage, as well as playing host to the local tourist information centre.

Interestingly the destination has embraced a cleverly disguised and chameleon character. Most visitors know Vinopolis for having attended an event there, but its reputation is strongly reinforced by the wine theme and the fact that visitors not only attend events but are immersed in the wine experience.

The Strategic Concept is therefore harder to define and is a good example of where a couple of concepts have merged together be they, 'Events' and 'Leisure and Entertainment' all themed around the story and 'Culture' of wine.

### 5.3.5 EXCEL: EXHIBITIONS AND CONFERENCE

ExCeL in the Royal Docks in London hosts a varied programme of large scale trade exhibitions and conferences. The recent extension and related development has delivered an array of smaller format flexible spaces, hotel and ancillary facilities supporting the main exhibition and conference halls.

The wider area of the Royal Docks represents one of London's largest and most challenging regeneration opportunities. In the wider destination, considerable hotel stock and residential has been developed and with the new Siemen's showcase in development and the possibility of a Cable Car linking to Greenwich Peninsula, the reputation of the area is set to change.

However, the Strategic Concept of the destination now is firmly related to ExCeL's 'Exhibition and Conference' business, despite the wider ancillary uses.

Interestingly, the large format exhibitions, the like of which the original ExCeL halls satisfy, is understood to be a shrinking market in the UK and one fully expects in the longer term, reinforced by the wider regeneration, that the area's overarching reputation or Strategic Concept will almost certainly shift.



## 5.4 LONG LISTING

### 5.4.1 AN EXHAUSTIVE AND SUPPLY-SIDE LIST

The purpose of generating a long list is to be as exhaustive as possible and ensure that all possible options have, at minimum, been considered and appraised to some degree during the course of the appraisal.

As a reminder, the long list is based on Strategic Concepts and NOT uses.

Furthermore, it is important to note that the Strategic Concepts listed below are based on 'supply side' concepts rather than 'demand side' concepts (such as tourism or community).

It is without question understood and accepted that throughout all of the Strategic Concepts, the charitable status, community, history and heritage associated with the Palace and Park should, and will, always play an important role in its regeneration and future state. For example, the fact that Television was first broadcast from the Palace in 1936 should and must be interpreted through the physical uses, facilities, services activities and programmes that take place in the Palace and Park in the future.

Furthermore, recognising the strong 'public' agenda that the Charitable Trust serves, it is inconceivable to imagine that the Palace and Park will not in the future include a considerable degree of public and community provision.

#### 5.4.2 THE LONG LIST

The list of Strategic Concepts below represents the starting point for the appraisal.

As noted above, the formation of the Strategic Concepts is based on supply side concepts.

A series of examples have been given against the long list to illustrate how each Strategic Concept may be represented in terms of potential uses and have been considered in relation to the scale and nature of the Palace and Park. For example, against Office, given the prestigious heritage, design and character of the Palace, it would really only be suitable for a major headquarters rather than a run of the mill office space.

**Figure 44: Long list of Strategic Concepts**

Strategic Concept	Examples of 'core attractors'
Arts and Culture	e.g. Museum, Cultural institution, Creative quarter
Education	e.g. University, School
Conference and Exhibition	e.g. Flexible and supported venue for large format conventions, trade show exhibitions
Healthcare	e.g. Hospital, Rehabilitation centre, Care home
Industrial	e.g. Warehousing, Factory, Logistics centre
Leisure and Entertainment	e.g. Cinema, Ice rink, Activity centre, Visitor attractions, Casino, Nightclub (for sports related leisure, this would principally be focused on participating not spectating)
Offices	e.g. Government or Corporate headquarters

Place of Worship	e.g. Church, Mosque, Religious institution, public worship and gatherings
Research and Development	e.g. Business incubation, Science research centre
Residential	e.g. Primary housing and apartments, Second homes
Resort	e.g. Conference-based resort, Spa resort, Family resort
Retail	e.g. Shopping centre, Outlet centre, Market
Sports	e.g. Arena, Stadia, Home of professional club (principally focused on spectating not participating)
Transport Terminal	e.g. Coach or station, Rail terminus

## 5.5 SHORTLISTING

In order to short-list the Strategic Concepts we first need to develop suitable criteria against which the options can be appraised and either discounted or short-listed.

### 5.5.1 APPRAISAL CRITERIA

The short-listing criteria developed have been based on the Vision and Mission statement, since non-compliance with these deem an option unfeasible and on criteria covering the physical compliance of an option within the Palace and Park, the strength of the market, both in supply and demand terms and ultimately, whether the option is deliverable in terms of funding. In summary therefore:

- **Criterion 1:** Does the Strategic Concept fit with APP vision and mission?
- **Criterion 2:** Is the Strategic Concept physically possible within the Palace and Park?
- **Criterion 3:** Is there demand for the Strategic Concept in London and will be sufficiently differentiated to compete within the competitive supply context?
- **Criterion 4:** Is the Strategic Concept fundable?

### 5.5.2 SHORT-LISTING OPTIONS

The following table summarises the application of the appraisal criteria against each Strategic Concept and the rationale for short-listing or not.

### Arts and Culture

- Certainly would meet the Vision and Mission and nothing to say it would not be physically achievable.
- Arts and culture could certainly also address 'access', although this might be in conflict with its financial sustainability (note – arts and culture organisations generally require subsidy in operation).
- There is no 'collection' on which to base a museum or collections based attraction.
- The funding climate for arts and culture presents significant challenges.
- The ability to achieve financial sustainability and address the LBH's revenue subsidy is highly unlikely.
- The central London honeypot destinations for arts and culture present exceptional competition in a relatively crowded market place. The ability to meet the 'global appeal' and 'iconic' references of the Vision would be very hard in the face of this competition.
- **Conclusion:** Not short-listed

### Education

- Could potentially address the 'pioneering spirit' referenced within the Vision.
- Access would almost certainly be exclusive and therefore non-conformance with the Mission of 'public purposes', unless addressed through subsidy which would place its financial sustainability in question.
- Education does not align with 'public resort and recreation' and again therefore, non-conformance with the Mission.
- The scale of the Palace and the Park and its setting certainly has the potential to be accommodating.
- Likely to require either significant public capital and revenue or rely on a branded institution (Harvard, Yale, Princeton etc.) - for which there is little known market interest to suggest this would be forthcoming.
- **Conclusion:** Not short-listed

### Conference and Exhibition

- Conference and Exhibition conforms with the original (and to a certain extent the current) purpose of the Palace and one therefore assumes it must conform (at least broadly) to the Vision and Mission.
- While the scale and volume of the Palace is suitable for large format events, there are certainly limitations in terms of the historic nature of the fabric, its flexibility and event-specific issues such as the acoustics.
- Most importantly however, the market for conference and exhibition is trending away, meaning that it is becoming increasingly competitive and challenging to be financially sustainable. There are far more 'fit for purpose' venues which seek to deliver regional and national standard conference and exhibitions but which themselves struggle to be financially sustainable.
- **Conclusion:** Not short-listed

### Healthcare

- Healthcare could potentially address the 'public purposes' reference of the Vision.
- While the physical nature of the Palace represents a massive challenge, it is not inconceivable to imagine its repurposing for Healthcare although its flexibility would present limitations.
- The scale of the Palace and the Park and its setting certainly has the potential to be accommodating however.
- Healthcare would not align with 'public resort and recreation' and therefore does not conform to the Mission.
- Overall there is considered to be considerable non-compliance with the Vision and Mission.
- **Conclusion:** Not short-listed

### Industrial

- In conflict with much of the Vision and Mission irrespective of whether or not there is a market or funding.
- The historic and heritage aspects of the Palace and Park certainly do not support Industrial.
- **Conclusion:** Not short-listed

#### Leisure and Entertainment

- Has potential to comply with all of the Vision and Mission, in particular references to ‘public resort and recreation’ and ‘public purpose’.
- The ability to meet the Vision and Mission’s references to ‘global appeal’, ‘iconic London destination’ and ‘sustainable’ depend on specific uses, but there are many examples which have achieved this successfully.
- The spatial demands from Leisure and Entertainment can vary considerably but there are certainly options within this category which would comply with the Palace and Park in scale and capacity terms, and respect their historic nature and be sympathetic to the heritage.
- While the market is highly competitive there are certainly gaps in the supply-side which have the potential to be delivered at the Palace which could address local, regional and national audiences.
- **Conclusion:** Short-listed

#### Offices

- The exclusive nature of Offices means that elements of the Vision and Mission could not be met, in particular the ‘public resort’ and accessibility.
- Despite many parts of the Palace being capable of meeting the needs of an Offices based concept, a considerable proportion would require substantive redevelopment, and overall, the Palace itself is not considered fit for office purpose as the Strategic Concept.
- Furthermore, the concept would not be compliant in planning terms.
- **Conclusion:** Not short-listed

**Place of  
Worship**

- Despite there probably being a market for Place of Worship, and the Palace, particularly the main halls provide such large flat format space, representing a fair degree of spatial compliance, it is not considered to conform with the Vision and Mission on the basis of accessibility and public resort and recreation particularly.
- **Conclusion:** Not short-listed

**Research and  
Development**

- In conflict with much of the Vision and Mission irrespective of whether or not there is a market or funding.
- The Palace and the Park are not considered to be fit for purpose for Research and Development as the Strategic Concept.
- **Conclusion:** Not short-listed

**Residential**

- A residential led development, whilst probably capable of attracting demand and funding, in most cases does not conform to the Vision and Mission. In particular, against the accessibility, 'public resort and recreation' and 'public purpose' references.
- Furthermore, the concept would not be compliant in planning terms.
- **Conclusion:** Not short-listed

**Resort**

- Whilst the term Resort appears twice in the Mission statement, one needs to clear about their interpretation which is understood not to be the same.
- For a Resort, which would be based around a 'staying' offer and visitors primary motivation for visiting and staying would be to exploit the experiences and activities on site at the Palace and Park. This is where the market for resorts in London is limited since visitors are far less interested in staying in one location and much more interested in exploring the rich and diverse cultural, historical, leisure and tourism offer all around.
- Fundamentally the concept of Resort falls down on its exclusivity and therefore non-compliance with the accessibility and public references of the Vision and Mission.
- **Conclusion:** Not short-listed

**Retail**

- A retail led development, whilst possibly capable of attracting demand and funding, in most cases does not conform to the Vision and Mission. In particular against the 'public resort and recreation' reference.
- Furthermore, the concept would almost certainly not be compliant in planning terms.
- **Conclusion:** Not short-listed

### Sports

- For clarity, this concept relates to sports spectating rather than participation in the main – hence, professional clubs and sports competition being staged at the Palace and Park.
- In the main there could be reasonable compliance with the Vision and Mission, however, the reference to ‘public resort and recreation’ emphasises the participatory objectives of APP which is of less significance for this concept.
- More importantly, the physical nature and historic fabric of the Palace and Park present greater challenges for re-purposing.
- Judgement about the market potential is relatively hard but one needs to accept that a reactive rather than proactive approach would need to be taken and this would place considerable risk and uncertainty on the future of the Palace and Park.
- **Conclusion:** Not short-listed

### Transport Terminal

- This would be non-compliant with the Vision and Mission.
- **Conclusion:** Not short-listed

## 5.6 PREFERRED STRATEGIC CONCEPT

As summarised above, and based on the detailed appraisal undertaken, the Strategic Concept – Leisure and Entertainment – has been shortlisted.

Theoretically this Strategic Concept covers a fairly wide range of potential ‘core uses’ which could conceivably be delivered under the Leisure and Entertainment banner. However, by applying this Strategic Concept to Alexandra Palace and Park itself, and by considering the London market context and what may or may not be fundable and deliverable, certainly for the foreseeable future, the scope of potential ‘core uses’ narrows sharply.

Supported by the stakeholder consultation feedback, our market analysis and assessment of the London market context, we have identified three potential ‘core uses’ which have formed the basis of three sub options, as follows:

- **Leisure and Entertainment – Destinations for Children (5-12 years)**
- **Leisure and Entertainment – Live Music**
- **Leisure and Entertainment – Sport and Active Leisure**

These sub-options have been subjected to a further iteration of appraisal (see Section 6), which combines desk based research into the market demand, supply



and operator dynamics for each, as well as undertaking initial exploratory soundings from experts and operators within these fields.

Importantly, for each of these three sub options there are a multitude of secondary functions and services which may be deliverable and market worthy. It is not to say that they may not form an integral part of the future of Alexandra Palace and Park, but to avoid confusion and an unmanageable appraisal process, at this stage they cannot be the focus of the appraisal.

Figure 45: Examples of addressing the three C's

Key Issue	Destinations for Children (5-12 years)	Live Music	Sport and Active Leisure
<p><b>Commercial</b></p> <p><b>“APP Needs it...”</b> e.g. commercial operator(s) which deliver high quality product and experiences in the Palace and Park and positive financial returns to maintain the Palace and Park's buildings, infrastructure and wider services and enables the Trust to deliver on its charitable objectives.</p>	<p>An anchor visitor attraction which targets the 5-12yr old market. For example</p> <ul style="list-style-type: none"> <li>• City Theme Park (e.g. Kidzania, Wannado City, Micropolix)</li> <li>• Legoland</li> </ul>	<p>A live music venue which includes a main auditorium and range of more intimate performance venues. For example:</p> <ul style="list-style-type: none"> <li>• Brixton Academy (AMG/Live Nation)</li> <li>• O2 Arena and Indigo (AEG)</li> <li>• HMV Forum (MAMA Group)</li> </ul>	<p>A collection of multiple mainstream and/or action sports offered through a single united destination umbrella. For example:</p> <ul style="list-style-type: none"> <li>• Chelsea Piers, NYC</li> <li>• The Castle at Manor House, Finsbury Park</li> <li>• Bay Sixty6 Skate Park, London</li> </ul>
<p><b>Cultural</b></p> <p><b>“APP Has it...”</b> e.g. exploit the rich heritage and culture associated with the Palace and Park by embedding and interpreting it throughout the future uses and programming to add value to the overall offer and differentiate it within the London marketplace.</p>	<p>Use the television and broadcast heritage of APP in a way that is sympathetic to use of the Palace and Park. For example:</p> <ul style="list-style-type: none"> <li>• A Teletubies or Bob the Builder themed exhibition or live event within the former TV studios</li> </ul>	<p>Sympathetic programming of the outdoor spaces for music events which relate to the music and television broadcast heritage. For example:</p> <ul style="list-style-type: none"> <li>• BBC Electric Proms Live</li> </ul>	<p>Programming of indoor and outdoor spaces which relate to the historic 'recreation' theme of APP and are broadcast through multiple media channels and therefore relate to the television broadcast heritage. For example:</p> <ul style="list-style-type: none"> <li>• X-Games</li> </ul>
<p><b>Community</b></p> <p><b>“APP Wants it...”</b> e.g. deliver positive local benefits such as community programming, improved accessibility, improved local amenities and employment opportunities by embracing and involving the community throughout the Palace and Park</p>	<p>Community themed use of a modern and up to date playground and activity space. For example:</p> <ul style="list-style-type: none"> <li>• Princess Diana memorial playground, Hyde Park</li> </ul>	<p>Use of indoor and outdoor spaces to programme community music workshops and programmes. For example:</p> <ul style="list-style-type: none"> <li>• In Harmony (Liverpool Royal Philharmonic community programming)</li> <li>• Totally Talented Community Music Workshops (Birkenhead)</li> </ul>	<p>Community programmes and access either within the multi-sports and activity centre or making sensitive use of the wider Park. For example:</p> <ul style="list-style-type: none"> <li>• Multisports2Midnight (Milton Rovers FC, funding from 'It's Your Community')</li> <li>• SAFC Foundation Community Programmes (Sunderland FC)</li> </ul>

## 6 POTENTIAL CONTENTS AND INITIAL MARKET SOUNDINGS

This section presents a market overview and initial market soundings for three potential core attractors in:

- A destination for children (5-12 years old)
- Live music
- Sport and active leisure

### 6.1 DESTINATIONS FOR CHILDREN (5-12 YEARS)

#### 6.1.1 TARGETING A SPECIFIC DEMOGRAPHIC

In understanding any product offering focused on children as the core market it is important to consider specific age groups or demographics.

The most successful attractions and destinations that cater to children well specifically target children between the ages of 5-12 years old.

Legoland and Centre Parcs are prime examples of successful strategies aiming for this targeted demographic. They understand that even when a family has a child in the '13 and above' age range then they are far less likely to want to visit and thus do not market proactively to these families.

Older children in their early teens and later teens also represent specific demographic groups that are interested in specific consumer and leisure experiences, ones that obviously differ considerably from when they were younger.

Destinations or products that try and cater to both children and teenagers often result in doing two things badly, rather than one well.

#### 6.1.2 MARKET OVERVIEW

This focused 5-12 year old market is thus dominated by the family and an understanding of the family leisure market is crucial.

According to Mintel<sup>3</sup>, families are a high spending market segment with a growing core of AB type consumers, i.e. those more likely to spend. Family structure is also set to shift as the number of children aged under 10 increases by 8% over the next five years and 10-19s decline.

<sup>3</sup> Family Leisure, Mintel Intelligence December 2009

However, on the down side families are more likely than any other life-stage groups to cut back on leisure activities, especially when consumer expenditure in real terms is expected to remain low in the short to medium term.

The largest family leisure markets by spending are holidays (c.£35m) and eating out (c.£32m) the value of which grew by a fifth and a quarter respectively between 2003 and 2008.

In-home leisure, internet use and the rise of the video/computer game market are the major competition to day trips and family spending outside of the home. Spending on computer games showed the greatest % increase between 2003 and 2008 at 40%.

Visitor attractions are also a key component of the family leisure market. With the exception of theme parks, overall spend in this sector is difficult to calculate owing to problems of data collection and the mix of free and paid attractions. According to these data, spending on theme parks dropped by 17% in the five years to 2008.

**Figure 46: Total estimated consumer spending on selected leisure sectors**

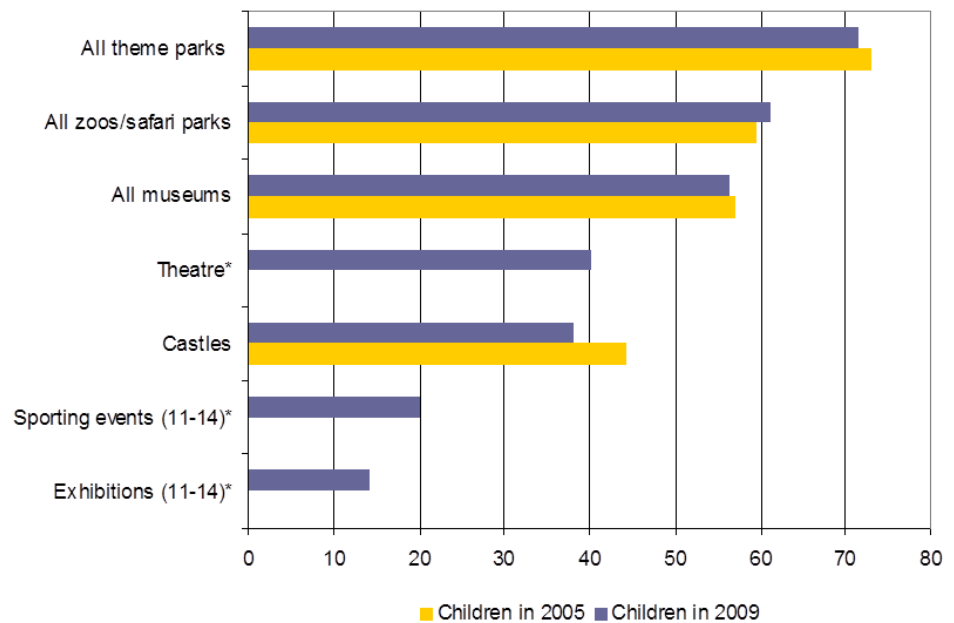
Sector	2003	2008	% Change
Holidays (Domestic & Overseas)	£28,707m	£34,692m	17%
Eating Out	£25,251m	£31,795m	21%
Sports Participation	£3,483m	£4,375m	20%
Book sales	£3,200m	£3,450m	7%
DVD rentals/sales	£2,694m	£2,705m	0%
Computer Games	£1,614m	£2,700m	40%
Health & Fitness Clubs	£1,934m	£2,520m	23%
Cinema	£1,045m	£1,210m	14%
Music Sales	£1,177m	£1,013m	-16%
Spectator sports	£743m	£760m	2%
Theatre (London only)	£322m	£481m	33%
Ten pin bowling	£255m	£283m	10%
Theme parks	£270m	£230m	-17%
Experience Days Out	£85m	£109m	22%

Source: Family Leisure 2009, Mintel Intelligence

Amongst juniors and 'tweens'/early teens theme parks are perennially popular with around seven out of ten kids having visited at least one in the last 12 months.

However, along with other (generally) paid attractions such as sporting events, exhibitions and castles, theme park participation has been affected by the recession.

Figure 47: Children's participation in selected leisure trips 2005-09



Source: Family Leisure 2009, Mintel Intelligence. Base: Youths aged 7-14

### 6.1.3 THE SUPPLY IN LONDON

The top paid and free entry attractions in London give a good overview of the current visitor attraction market and its demographic orientation. For all the diverse leisure activities and attractions in London, the market is not that well supplied for this niche child demographic.

The most popular free entry attractions are dominated by the national museums and galleries, typically with an adult, cultural offer. The Natural History Museum and Science Museum are the stand out attractions for children, both with exceptional school friendly programming. The ever popular dinosaurs at the Natural History Museum and the interactive play opportunities at the Science Museum combine to form a cluster of international calibre experiences.

Competing with that education/entertainment market would be very difficult given the high capital cost required for quality exhibition fit out, the locational advantage of Kensington and the established brand pedigree of the national museums.

**Figure 48: Top 10 London free entry attractions 2009**

Rank	Attraction	Total Visitors
1	British Museum	5.57m
2	National Gallery	4.78m
3	Tate Modern	4.75m
4	Natural History Museum	4.11m
5	Science Museum	2.79m
6	Victoria & Albert Museum	2.27m
7	National Portrait Gallery	1.96m
8	Royal Observatory	1.58m
9	Tate Britain	1.50m
10	British Library Exhibition Galleries	1.38m

Source: Visit England, Visit London, ALVA 2009 data

Of the core central London paid attractions, London Zoo best fits the picture since wildlife is a proven family favourite. Kew Gardens also has a decent children's play offer, albeit relatively unknown and local in scale.

The Merlin Entertainment Groups stable of brands such as London Eye, Madam Tussauds and London Dungeon are exceptionally popular and well located but offer a more general family experience appreciated by young teens and above and are not that well suited for the youngest audiences.

**Figure 49: Top 10 London paid entry attractions 2009**

Rank	Attraction	Total Visitors	Adult Fee
1	London Eye	3,750,000	£17.95
2	Madam Tussauds	2,700,000	£28.00
3	Tower of London	2,390,000	£17.00
4	St Pauls Cathedral	1,821,000	£12.50
5	Westminster Abbey	1,450,000	£15.00
6	Kew Gardens	1,301,000	£13.50
7	London Zoo	1,059,000	£15.40
8	Houses of Parliament	800,000	£12.00
9	London Aquarium	750,000	£17.50
10	London Dungeons	700,000	£22.50

Source: Visit England, Visit London, ALVA 2009 data

#### 6.1.4 COMPARATORS AND CASE STUDIES

##### LEGOLAND

Legoland, another Merlin brand based in Windsor, is the market leading children's theme park in the UK and are a good comparator in terms of target audience and peripheral London location.

Legoland have a growing range of parks across Europe and the USA and have launched an alternative experience called Legoland Discovery Centre better suited for city centre locations, often based in high footfall shopping centres.

Legoland Discovery Centres are open in Berlin, Duisberg, Chicago, Atlanta, Dallas Fort Worth and at the Trafford Centre in Manchester. The experience typically includes building lego, 4D cinema, rides and lego models of the local city.

Figure 50: Legoland, Windsor



### CHILDREN CITY THEME PARKS

Lessons from elsewhere in the world demonstrate a growing core market for children focused destinations that are under supplied in the UK. Of particular note are children city theme parks where children role play at adult professions and jobs.

There are three main brands at the moment:

- **Kidzania** – Mexico City, Monterrey (Mexico), Lisbon, Dubai, Tokyo, Koshien, Jakarta, Seoul

Under construction - Cairo, India, Santiago, Shanghai, Bangkok, Kuala Lumpur, Sao Paulo

- **Micropolix** – Bogota, Madrid
- **Wannado City** – Fort Lauderdale. \$40m. 11,000m<sup>2</sup>. 700,000 admissions

As well as being very popular with children, children city theme parks have a delivery advantage in being highly sponsorable. Typically companies - say a bank - may pay for fit-out costs and annual operating costs of the bank zone in return for sponsorship.

They usually aim to locate in capital cities with large catchment areas, where sponsors have greatest reach and there is not one in the London market yet.

**Figure 51: Typical role playing activities at children city theme parks**



## 6.2 LIVE MUSIC

### 6.2.1 MARKET OVERVIEW

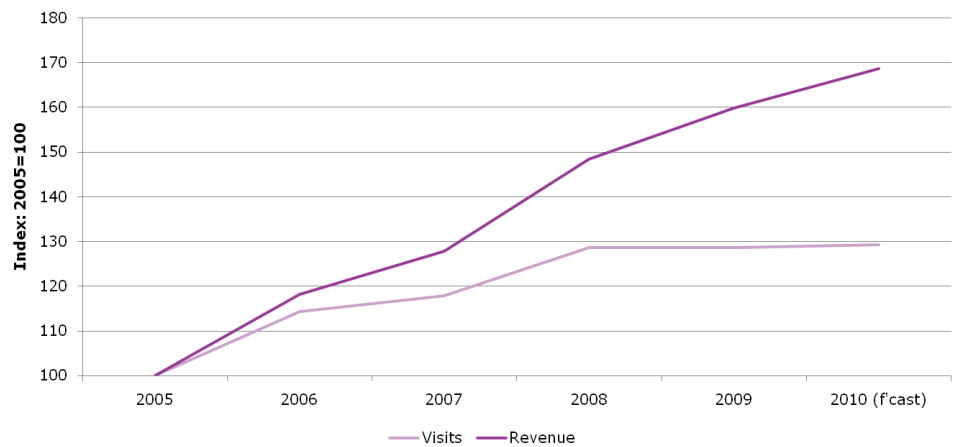
The music concerts and festivals market has grown faster than any other sector of the leisure industry in the UK during the past five years, reflecting its appeal as a form of affordable escapism.

The live music market has grown with large numbers of new concert goers and a boom in new venues and events across the UK, which is in stark contrast to depressed record sales. However, certain factors such as waning consumer confidence, high ticket prices and high youth unemployment could dampen demand going forward.

According to Mintel, the live music market in the UK is predicted to be worth £2.4 billion by the end of 2010<sup>4</sup>. Mintel report both revenues and visitor numbers have grown since 2005. Revenues in particular have continued to grow, up 69% from 2005. Number of visits has plateaued off in the last two years but grew 29% from 2005.

<sup>4</sup> Music Concerts and Festivals August 2010, Mintel Intelligence

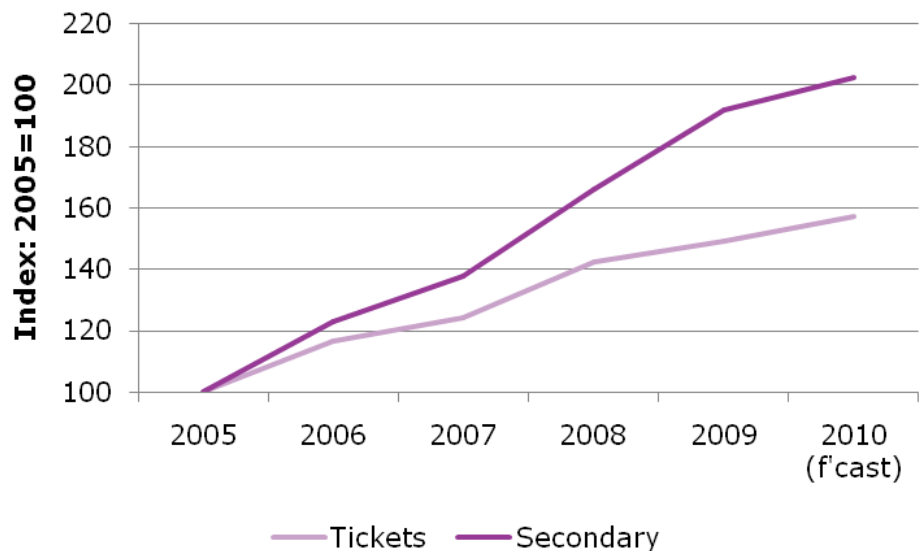
**Figure 52: Live music revenues and visits 2005-2010**



Source: *Music Concerts and Festivals August 2010, Mintel Intelligence*

Growth in secondary spend on areas such as food, drink and merchandise (+102%) has outstripped spend on tickets (+57%). People are most likely to spend on drink and most spend less than £10 per head.

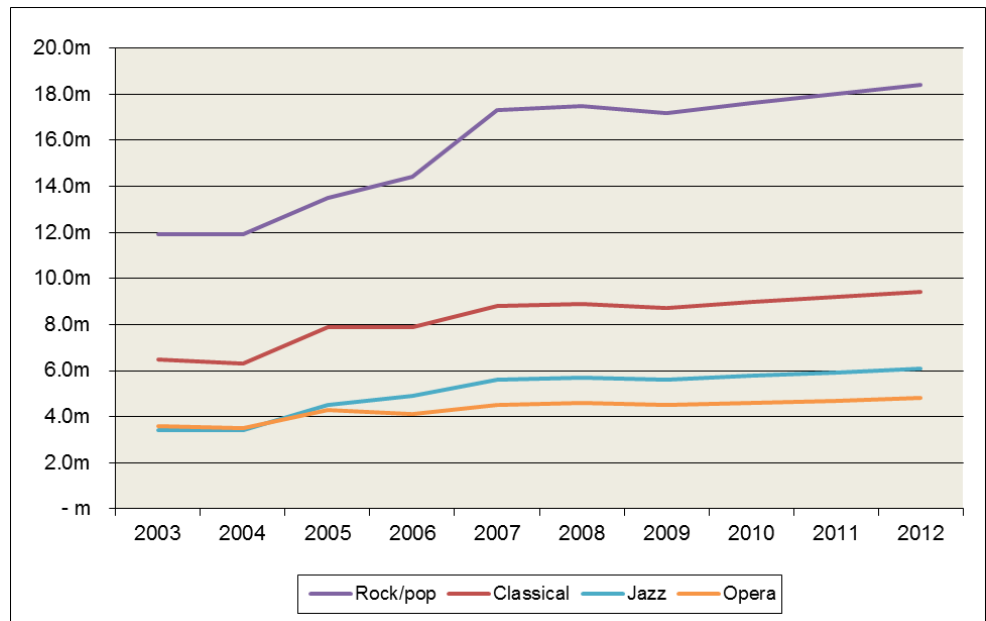
**Figure 53: Indexed growth in revenue by type 2005-2010**



Source: *Music Concerts and Festivals August 2010, Mintel Intelligence*

Pop/Rock music has seen the highest level of growth and is the most popular type of live music. 62% of total visits in 2009 were rock and pop up from 52% in 2005. Classical music has lost market share from 33% to 24%, whilst Jazz has lost only slightly.

**Figure 54: Estimated music concert attendance by genre**



Source: *Mintel Leisure Pursuits 2009*

The most recent data for the market sizes by music type is not available but Mintel estimated about 23m people went to a live music concert in 2008, 70% of which went to pop/rock.

This growth has impacted on people of all ages. Although younger people are increasingly using the internet to access music, this is not seen as a replacement for 'the real thing'. With it being difficult to make money from record sales, bands are now looking to make money from live performance. Meanwhile, a return to the stage of many classic rock bands has brought an older market, not traditionally a big consumer of live music, back into venues across the country.

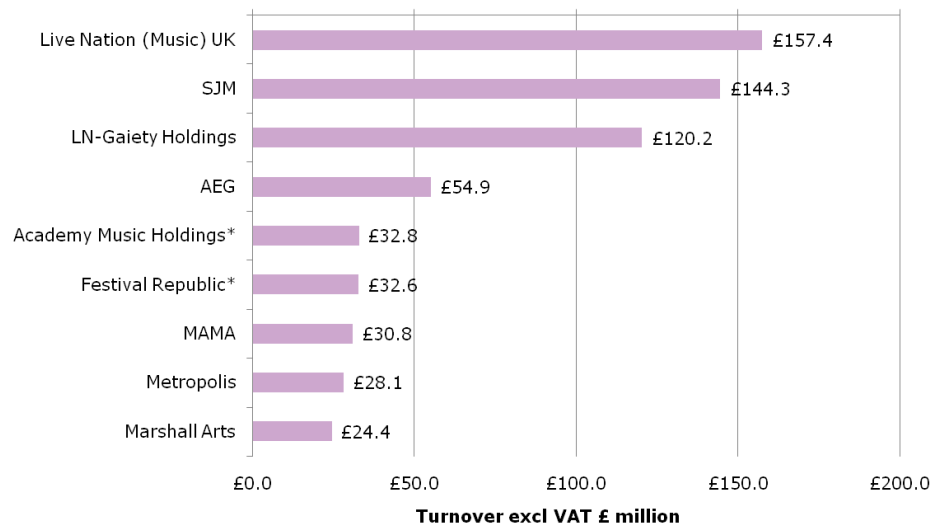
## 6.2.2 KEY OPERATORS

The UK live music sector is extremely diverse in terms of the companies competing for a slice of revenue, with promoters and operators ranging from individual entrepreneurs to major global multimillion-dollar enterprises. Key players in the market all differ in terms of what they do, where they do it and at what scale they operate.

According to Mintel, Live Nation are the UK market leader with shareholdings and ownership of a number of the leading promotion, ticket sales, venues and events businesses. Live Nation own LN-Gaitety Holdings, Academy Music Holdings (referred to as Academy Music Group) and Festival Republic. SJM focus on concert promotion rather than venue ownership/operation.

The key operators with the most diverse portfolios of live music venues, especially in London, are AEG, the Academy Music Group and MAMA Group.

**Figure 55: Leading operators in the UK live music market**



Source: Music Concerts and Festivals August 2010, Mintel Intelligence

### Anschutz Entertainment Group (AEG)

AEG, an American based international organisation, are one of the world's largest entertainment organisers and providers specialising in sports and music. AEG own and operate various stadia, arenas and major venues across the USA, Germany and London. They are also one of the world's largest sports and music promoters running world tours for major music acts like Bon Jovi, festivals like Coachella, cultural touring exhibitions like Tutankhamun and have a major presence programming the artists in Las Vegas. They also own numerous sports teams across the USA.

AEG are the operator behind the success of the O2 arena on Greenwich Peninsula. The O2 arena is now the UK and European market leader as a large scale, live entertainment venue.

### Academy Music Group (AMG)

AMG currently own and operate 13 venues across the UK with a total customer throughput of about 3.5m people per year.

Major shareholders include three of the UK's largest music promotion companies – Live Nation, SJM Concerts and Metropolis Music – which demonstrates the close relationship between the concert promoters and venues. At the start of 2009, AMG and Live Nation signed O2 as the strategic sponsorship partner for the AMG venues.

The venues are typically spread across the major university cities of the UK, with three locations in London – Shepherds Bush, Brixton and Islington. Both Shepherds Bush and Brixton are among the leading venues in the UK and are converted

1920/30s theatres. The O2 Academy Islington has a main room capacity of 800, and a secondary venue of 250. It is located at the southern end of Upper Street, close to Angel tube station in the N1 Centre.

AMG have proceeded with a strategy of developing most of their venues into a multi-room format. The primary venues typically have a standing capacity of 1,000-3,000 people and are used for large, established touring bands. The secondary venue, with capacities around 300-400, are used for local and up-and-coming bands to create a more intimate atmosphere.

**Figure 56: AMG Venue Capacities 2010**

#	Name	Capacity	
		Venue 1	Venue 2
1	O2 ABC Glasgow	1,362	350
2	O2 Academy Birmingham	3,009	600
3	O2 Academy Bournemouth	1,800	-
4	O2 Academy Bristol	1,600	350
5	O2 Academy Brixton	4,921	-
6	O2 Academy Glasgow	2,500	250
7	O2 Academy Islington	800	250
8	O2 Academy Leeds	2,300	400
9	O2 Academy Liverpool	1,200	500
10	O2 Academy Newcastle	2,000	400
11	O2 Academy Oxford	1,020	436
12	O2 Academy Sheffield	2,350	500
13	O2 Sheperds Bush Empire	2,000	-

Source: AMG

### MAMA Group

The MAMA Group was founded in 2002 and is now owned by HMV Group Plc following a successful takeover in early 2010 for £46m.

There are three core businesses; the ownership and operation of live music venues and events; artists services including management, music publishing and the recording business; and commercial services such as media, marketing and branding.

The live music stable includes 11 venue locations across the UK, as well as five festival events. Seven of the venues are in London, four in north London. The live music division includes the Mean Fiddler Group.

The majority of the venues are night club type environments hosting rock, dance and pop bands with standing capacities between 300 and 600. The Hammersmith Apollo and The Forum are converted theatres with seated capacities between 2,000-3,000. These venues have a more diverse programme showing a broad range of music, comedy and performance shows.

In the MAMA 2009 accounts<sup>5</sup>, they report a strong period of growth from 2008-2009. The Apollo is reported to have had its strongest trading year for the year ending July 2009.

In 2009, live music accounted for £30.7m in revenue for the group, about 78% of the Groups total revenue and £4m in operating profit, about 72% of total operating profit. Live music revenue increased 8.5% from 2008.

**Figure 57: MAMA Group Venues 2010**

#	Name	Type	Location	Capacity
1	HMV Hammersmith Apollo	Venue	Hammersmith, London	5000
2	HMV Forum	Venue	Kentish Town, London	2350
3	Heaven/G-A-Y	Venue	Charing Cross, London	1625
4	Relentless Garage	Venue	Highbury & Islington, London	800
5	Jazz Café	Venue	Camden, London	350
6	The Borderline	Venue	Charing Cross, London	275
7	Barfly	Venue	Camden, London	200
8	HMV Picturehouse	Venue	Edinburgh	1500
9	Warehouse	Venue	Aberdeen	650
10	HMV Institute	Venue	Birmingham	2400
11	Barfly	Venue	Cardiff	200
12	Lovebox	Festival	London	25,000
13	Great Escape	Festival	Brighton	-
14	Escape into the Park	Festival	Sweansea	15,000
15	Global Gathering	Festival	Stratford upon Avon	50,000
16	High Voltage	Festival	London	25,000

Source: MAMA Group

### 6.2.3 THE SUPPLY IN LONDON

London has a diverse music venue supply.

The larger club type venues typically hold 500-1000 people standing with the major venues holding 2000-4000 standing. Brixton Academy and Hammersmith Apollo are the market leaders for the 4000-5000 capacity events, typical of major current UK pop/rock acts. The Royal Albert Hall occupies more of a niche position in the market at the same 5000 capacity level with a more culturally diverse programme.

The O2 and Wembley compete at the arena end of the market for large scale seated events c.10,000 plus for the largest international acts and shows.

Alexandra Palace currently occupies the market position for largest standing venue in London at 10,400. Camden/Islington/Kentish Town provide a cluster for pop/rock venues and are generally recognised as the London heartland for the live music scene. This is likely to have positive implications for a modernised, large scale venue further north at Alexandra Palace.

<sup>5</sup> MAMA Group Plc. Annual Report and Accounts 2009

Figure 58: Top 30 music venues in London 2010

#	Venue	Location	Max. Capacity
1	O2 Arena	Greenwich	20,000
2	Wembley Arena & Wembley Stadium	Brent	12,500
3	Alexandra Palace	Haringey	10,400
4	Royal Albert Hall	Knightsbridge	5,200
5	HMV Hammersmith Apollo	Hammersmith	5,000
6	O2 Academy Brixton	Brixton	4,921
7	The Roundhouse	Camden	3,000
8	Ocean	Hackney	2,700
9	The Troxy	Limehouse	2,600
10	Royal Festival Hall	South Bank	2,500
11	Debut London	London Bridge	2,500
12	Indigo O2	Greenwich	2,350
13	Forum	Kentish Town	2,110
14	O2 Empire Shepherd's Bush	Shepherd's Bush	2,000
15	Barbican	City of London	1,943
16	Cafe Koko	Camden	1,500
17	Scala	King's Cross	1,145
18	The Metro Club	Soho	1,000
19	The Marquee Club	Soho	900
20	Queen Elizabeth Hall	South Bank	900
21	Cadogan Hall	Chelsea	900
22	O2 Academy Islington	Islington	800
23	93 Feet East	Brick Lane	800
24	Cargo EC2	Shoreditch	800
25	Union Chapel	Islington	800
26	XOYO	Shoreditch	800
27	The Garage	Islington	800
28	Brixton Jamm	Stockwell	600
29	The Roadhouse	Covent Garden	575
30	Underworld	Camden	500

## 6.3 SPORT AND ACTIVE LEISURE

### 6.3.1 MARKET OVERVIEW

Sports and active leisure pursuits present a broad range of opportunities appealing to a broad range of participants.

Converging wider trends are favourable in promoting growth in this area. Concerns over health and obesity, the growing experience economy and activity holiday markets and more adventurous tastes in the growing 'grey' market are all relevant factors in the increasing popularity of active leisure pursuits.

Other factors such as the need for all-weather venues and the social nature of sport are also supportive.

According to the Department of Culture, Media and Sport, sports and exercise are a popular free time activity for about 50% of people in England. Generally speaking, sports and active leisure pursuits are more popular with men, than women.

**Figure 59: Most popular free time activities 2007**

Men		Women	
Watching television	84%	Watching television	85%
Spending time with friends/family	75%	Spending time with friends/family	82%
Listening to music	70%	Shopping	75%
Eating out at restaurants	59%	Reading	73%
<b>Sport/exercise</b>	<b>58%</b>	Listening to music	71%
Reading	56%	Eating out at restaurants	64%
Days out	56%	Days out	61%
Shopping	53%	Gardening	47%
Going to pubs/bars/clubs	50%	Going to the cinema	43%
Internet/emailing	49%	<b>Sport/exercise</b>	<b>43%</b>
DIY	46%	Internet/emailing	40%
Gardening	45%	Attending theatre/music concerts	40%
Going to the cinema	42%	Going to pubs/bars/clubs	40%
Attending theatre/music concerts	34%	Visiting museums and galleries	28%
Playing computer games	27%	DIY	26%

Source: *Taking Part: The National Survey of Culture, Leisure and Sport, DCMS. 2007 is the last available data set for this particular comparative leisure time survey.*

In the 2009/2010 survey<sup>6</sup>, over half (53%) of adults had done active sport in the last four weeks and almost 7% of adults do sport every day. Sports participation varies widely by age, more than halving between those aged 25-44 (66%) and those aged 65-74 (32%). Unlike cultural participation, there is no significant variation by deprivation, between regions, or between rural and urban areas.

In terms of the most popular individual sports, general fitness, swimming and cycling come top when assessing regular participation.

**Figure 60: Top 10 most popular sports based on monthly participation**

#	Activity	2009/10 (%)
1	Health, fitness, gym or conditioning activities	15.1%
2	Swimming or diving [indoors]	14.7%
3	Cycling [health, recreation, training, competition]	10.5%
4	Football (include 5-a-side and 6-a-side) [outdoors]	6.7%
5	Jogging, cross-country, road running	6.6%
6	Snooker, pool, billiards (exclude bar billiards)	5.8%
7	Keepfit, aerobics, dance exercise (include exercise bike)	5.7%
8	Cycling [to get to places, i.e. work, shops] <sup>12</sup>	4.4%
9	Golf, pitch and putt, putting	4.1%
10	Swimming or diving [outdoors]	3.6%

<sup>6</sup> Taking Part: The National Survey of Culture, Leisure and Sport, DCMS 2010

Source: Taking Part: The National Survey of Culture, Leisure and Sport, DCMS 2010

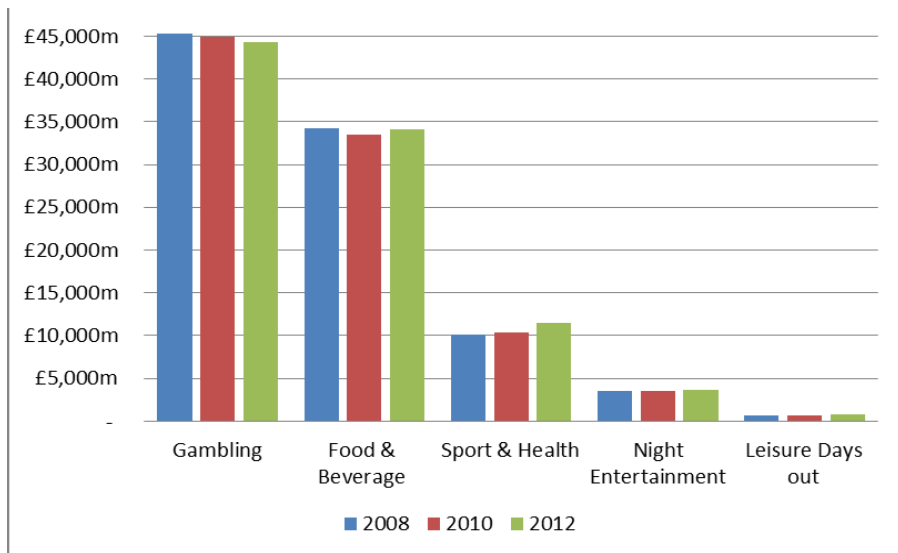
How people spend their leisure time and money is very diverse and so sport and active leisure pursuits are exposed to wide ranging competition.

In terms of spending, Mintel provide data from 2008<sup>7</sup>, with forecasts until 2012, for the total estimated spending on various leisure pursuits in England.

When grouped into categories, sport and health activities, including gym and club membership, sports participation and health and beauty, had an estimated market value of £10 billion in 2008. Mintel forecast this to grow by 12% in 2012.

Gambling (including lottery, bingo, casino and betting shops) and food and drink in pubs and bars show the greatest spend but are not forecast to grow by 2012. Leisure days out, albeit with a relatively small total market value at around £622m in 2008 were forecast to grow by 15% in 2012.

Figure 61: Estimated leisure spend 2008-2012



Category	Including	% Change 2008-2012
Gambling	Bingo, casino, betting shops, lottery	-2%
Food & Beverage	Pubs & bars, excl. cafes & restaurants	0%
Sport & Health	Gyms, clubs, sports participation, spa, beauty	12%
Night Entertainment	Cinema, theatre, concerts	4%
Leisure Days Out	Theme attractions, experience days, bowling	15%

Source: Leisure Pursuits, Mintel Intelligence 2009

Many pursuits are well-established in the market place such as gym membership, tennis or football but an ever increasing number of new pursuits provide newer opportunities as they become established in the mainstream such as skateboarding, bmx and climbing.

<sup>7</sup> Leisure Pursuits, Mintel Intelligence 2009

Mintel<sup>8</sup> report that significant numbers of people have experience of active leisure pursuits but the sector's main challenge is to turn occasional participants into regular ones. Overall market size is difficult to gauge but available estimates suggest that occasional participation numbers may be up to ten times that of regular participation in these pursuits.

Active leisure pursuits benefit from having a strong presence in the experience day out, corporate and party markets, and participation in this way is considered a significant driver of overall market volumes. Although this group business provides core income streams for pursuits such as paintball, go-karting and high ropes courses, these are increasingly at risk of being associated only with this type of one-off participation.

**Figure 62: Participation in active leisure pursuits February 2008**

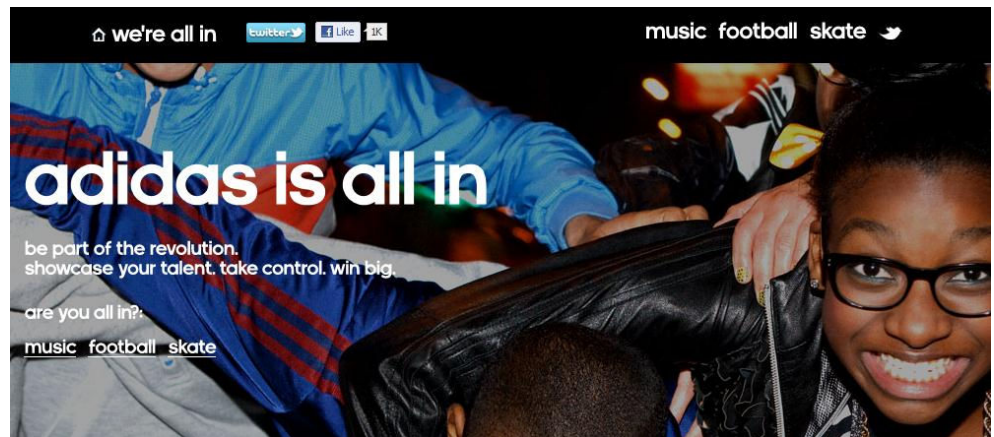
<i>Activity</i>	<i>Participated</i>	<i>Have not participated but the idea appeals to me</i>	<i>Have not participated and am not interested in trying</i>
Ice skating	51%	15%	34%
Horse riding	39%	15%	46%
Roller skating/roller blading	38%	15%	46%
Go karting	34%	24%	42%
Water sports	33%	22%	45%
Climbing	27%	20%	54%
Sailing/motor boating	25%	30%	46%
Shooting	24%	25%	50%
Paintballing	20%	31%	48%
Motor-based activities	19%	30%	51%
Skydiving	6%	28%	66%
Bungee jumping	6%	21%	73%

*Source: Active Leisure Survey, Mintel. 2000 participants aged 16+*

The cultural impact of sports goes beyond participation levels. Action sports in particular like skateboarding, bmx and surfing all have close ties with fashion, music and media. Even at a more mainstream level this lifestyle dimension is a key ingredient to commercial success. For instance, the current marketing campaign from Adidas, called 'Are you all in?', sells football, music and skateboarding simultaneously, demonstrating the trend towards total lifestyle rather than just a participating in one single sport. This creates an opportunity for brand extension, cross selling and multiple income streams.

<sup>8</sup> Active Leisure, Mintel Intelligence 2008

Figure 63: Adidas Music: Football: Skate campaign



### 6.3.2 THE SUPPLY IN LONDON

Sport and active leisure in London, and across the UK, is typically provided by local authority leisure centres, private health and fitness clubs and branded operators of ice skating and bowling complexes.

With the ambition of creating a major London level destination at Alexandra Palace, there are very few direct comparators currently operating significant active leisure destinations in the London market. There are of course many leisure centres, clubs and leisure operators but few that combine to meet the destination potential of what Alexandra Palace could provide.

The ambition would not be to create another homogenous leisure park type offer with ice rink, bowling etc but something that is truly unique - with a proven market demand to support on-going sustainability.

The major sports destinations that do exist in London are generally spectator based such as the premier league football clubs, Wembley and the Olympic Park. For clarity, this type of spectator destination is not under consideration here.

At the health club end of the spectrum for example, the David Lloyd Leisure Group operate a concept that is *'more than a gym'* focusing on health, fitness, racquet sports, spa/beauty and family facilities like crèche. They operate 79 clubs across the UK, with 20 inside the M25 and one at Finchley. This type of offer is a quality local facility but is not a major destination attractor in itself.

In the action sports market, there is no singular destination that has a critical mass of active leisure such as the indoor ski slope developments in Milton Keynes, Leeds, Manchester and Glasgow. It is worth noting that the indoor-ski model would not be appropriate at Alexandra Palace for numerous reasons. The development would not be compatible with the heritage status of the building and the commercial viability would be reliant on a major retail offer comparative with a town centre.

For action sports, Bay Sixty6 is the most advanced indoor skate/bmx facility in London. Bay Sixty6 is a skate and BMX park near Portobello Road located under the West Way fly over in west London. The park is paid entry (c. £6 per person) and sponsored by Xbox, with an extensive range of events and competitions.

**Figure 64: Bay Sixty6 Skate Park, Westbourne Park**



For indoor climbing, the Castle Climbing Centre in Manor House is a good example of a successful niche active leisure offer in a heritage building. It is based in a converted Water Board Pumping Station.

A key ingredient to its success is the culture of improvement and regular return visits. When delivered well this is manifested in a community spirit centred around quality staff helping to support and train people of all levels.

**Figure 65: The Castle Climbing Centre, Manor House**



These types of offer could potentially make up part of an active leisure mix both in the Palace and the Park, in support of the current ice rink, pitch and putt, boating lake and existing skate park.

### 6.3.3 COMPARATORS AND CASE STUDIES

#### CHELSEA PIERS, NEW YORK

Chelsea Piers in New York demonstrates a comparative scale for a major, mixed sports and entertainment destination that was redeveloped in a challenging area.

Following the decline of the industrial waterways and use of the Hudson river as the main economic gateway, the Chelsea Piers area was run down and derelict by

the mid-1980s. In 1992, the site was sold by the state Department of Transportation to the Chelsea Piers Management Company to lease and operate the site as a sports and entertainment led regeneration initiative.

After \$100m private investment, the site opened in 1995 to include:

- A health and fitness centre
- A field sports centre for indoor football, basketball, athletics and climbing
- A golf driving range
- A sports training centre
- An ice rink
- A spa
- Bowling
- Clubhouse, restaurant and bar.

Chelsea Piers have a long established community outreach programme designed to give children from all backgrounds the opportunity to get into sports via scholarship funding for ice hockey training and summer camp placements.

**Figure 66: Chelsea Piers, New York**



### **VENTURE EXTREME, UK**

Venture Extreme offer an example of an all-inclusive action sports destination concept. It is a useful illustration of a potential idea but must be stressed has not yet been developed.

Venture Extreme is a mixed action sport and leisure concept looking to wrap as many as 40 different sports with specialist retail, restaurants and hotels in urban locations in the UK. The vision for the full concept includes four zones including Vertical, Water, Wheels and Kids as shown in Figure 67.

At Alexandra Palace, the Water element is unlikely to be viable but a concept built around the remaining three could be an interesting proposition, supported by retail, food and beverage, hotel accommodation, corporate hospitality and educational/training services.

**Figure 67: Indicative sport zones and features at Venture Extreme**

Zone	Features
<b>Vertical</b>	Climbing tower, abseiling, high-ropes course, ice wall, sky diving
<b>Water</b>	Surf centre, white water course, scuba diving
<b>Wheels</b>	Skate park, bmx/mountain biking
<b>Kids</b>	Adventure play, snow room, toboggan runs, zorbing



## 6.4 INITIAL MARKET SOUNDINGS

Whilst the market summary above provides some theoretical comfort that this type of content could work at Alexandra Palace, we consider it important – particularly in the current market and financial climate – to test these ideas through some direct market soundings with potential tenants/operators.

These consultations included sports facility operators, live music venue operators and promoters, hoteliers, retailers, developers of ‘next generation’ family attractions and operators of existing visitor attractions. We have also consulted with in-house experts in hotels, sport, tourism and leisure, as well as key contacts with expertise in corporate sponsorship and fundraising.

We must stress that to avoid compromising the negotiating position of the client, all we have carried out at this stage is some exploratory discussions about the ‘realms of the possible’. We have not probed too deeply into issues such as potential deal structures, rental levels or similar commercial terms. Our primary objective was to test whether there is an appetite for this type of development in London and



whether Alexandra Palace would face any insurmountable 'first hurdle' obstacles in their evaluation of the opportunity. As a consequence, it is impossible at this stage to reach a definitive conclusion in advance of detailed financial modelling and formal marketing of the opportunity.

All of that notwithstanding, these market soundings did reveal that there is probably a greater opportunity to re-establish the site as a landmark live music venue, complemented by ancillary retail, catering, hospitality and entertainment facilities.

Significantly, there would also appear to be greater synergy between live music and sport than there is between either of these offers and a child-friendly family attraction.

## 6.5 IMPLICATIONS FOR ALEXANDRA PALACE & PARK

Having considered these three core attractor elements, and given the initial market soundings, it is worth highlighting the key points of each to understand the possible implications for Alexandra Palace and Park.

In reference to the Park, these ideas are not being presented as a commercially dominant use of the outdoor space but refer to possible ways of enhancing the offer so as to make best combined use of the Palace and Park together. The Park is a community green space and will continue to be so.

**Figure 68: Key points of suggested leisure and entertainment contents**

Offer	Key Points
Destination for Children	<p>London is currently under supplied and operators are looking for sites</p> <p>Families are a growing leisure market but are vulnerable to trends of tightening disposable income</p> <p>For the Children City concept, a funding advantage may exist through corporate sponsorship</p> <p>Children's activities are likely to have good integration possibilities with the park uses</p> <p>The market soundings reinforced the relatively small number of large operators which would present lower risk and be capable of catalysing the wider regeneration</p>
Live Music	<p>Strong heritage connection with the current and historical uses at Alexandra Palace.</p> <p>Strong market demand for live music, especially rock</p>

and pop genres

London has a competitive supply of venues with possible capacity in the larger 4000+ size

Operators have shown a specific interest in Alexandra Palace as a location

Good cross over potential to combine with sports and active leisure offers

#### Sport and Active Leisure

Steady market demand for mainstream sports participation and growing interest in niche action sports

Limited London supply for a major participatory sport and active leisure destination, although competition will exist from the Olympic Park legacy in Stratford.

Challenging funding scenario in a post-Olympic London

Good integration potential with the outdoor spaces of the Park

Good cross over potential to combine with live music offers

Good cross selling potential with associated lifestyle brands diversifying into fashion, music and media

The market is typified by a diverse and disparate range of operators and the market soundings illustrated the challenge to attract an operator of sufficient pedigree and scale to catalyse the wider regeneration

## 6.6 PREFERRED 'CORE USE' OPTION

Based on the above, a leisure and entertainment offer that is anchored by live music is considered to present the greatest opportunity for catalysing the regeneration of Alexandra Palace and Park.

All of the above is founded on the basis that, irrespective of what the future regeneration holds for Alexandra Palace and Park, the value of the sites history and heritage should and must play an important and central theme in whatever is promoted or developed there, not least because of its merit and value *per se* but more importantly because of the value the history and heritage can bring to delivering a highly differentiated, unique and characterful destination.

## 7 RECOMMENDATIONS & NEXT STEPS

This section is separated into two parts.

- Firstly, a clear recommendation has been made, based on the outcome of the options appraisal process for the proposed Strategic Concept and particular 'core use' to be pursued; and
- Secondly, a series of next steps are proposed in order to move the regeneration forward in the most effective manner, taking into consideration a variety of physical and organisational complexities which need to be overcome.

### 7.1 RECOMMENDATION OF THE PREFERRED STRATEGIC CONCEPT AND CORE USE

The 'Leisure and Entertainment' Strategic Concept was identified as the preferred option through the options appraisal process.

Three 'core uses' were then considered under the 'Leisure and Entertainment' Strategic Concept and informed by a detailed market assessment and through initial market and expert soundings.

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'.

Importantly, two notes are made alongside this recommendation:

- 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) 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.

### 7.2 NEXT STEPS

This section outlines the recommended next steps and phases of work required to progress the regeneration of APP.

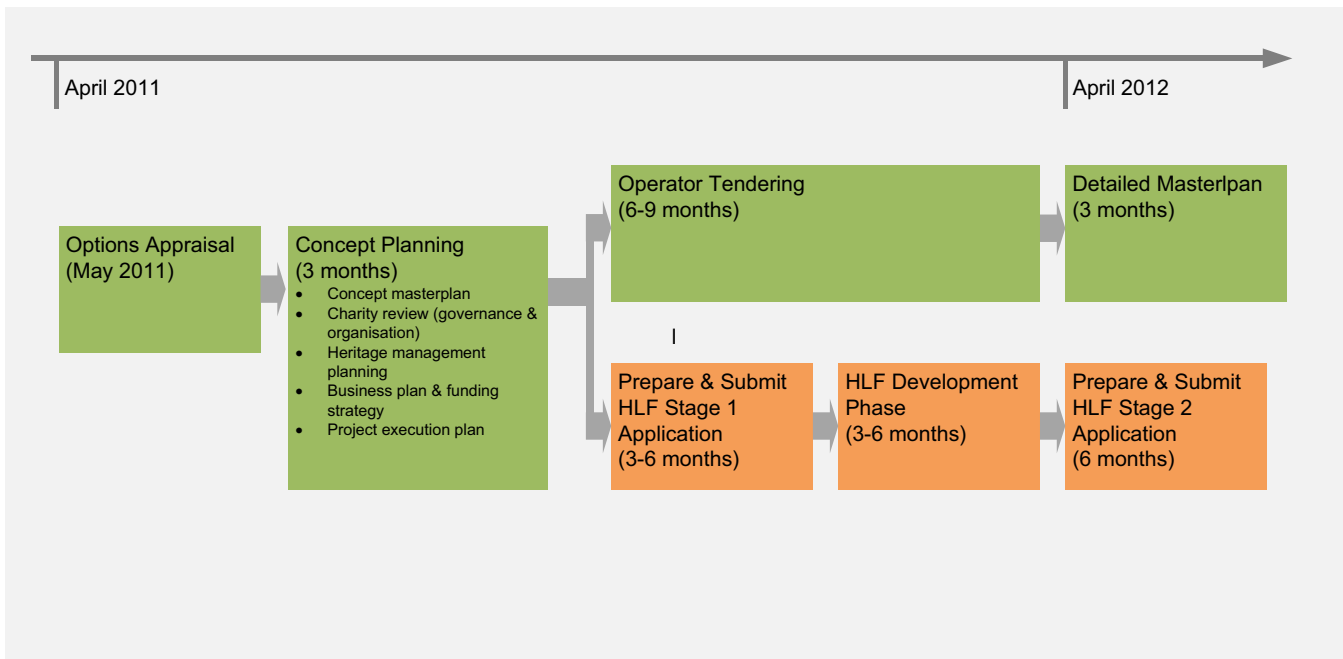
Against each element of work we have indicated a sensible timescale. This should be treated as preliminary at this stage and subjected to further scrutiny.

This is illustrated in Figure 69.

In summary:

- Following the conclusion of the current **Options Appraisal** work (subject to the Trustees approval of the recommendations to proceed) a phase of **Concept Planning** could follow on immediately after.
- 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 the Trust's own house in order before involving third parties.
- 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, it is recommended that the tender process is based on Competitive Dialogue. The **Operator Tendering** phase therefore sets out the key stages of Competitive Dialogue
- During the Operator Tendering phase, tenderers will be shortlisted and engaged in competitive dialogue with the client to allow the commonalities between the tenderers to be understood and to work up the brief collectively. The outcome of the Operator Tendering will be a preferred operator with whom the client will agree heads of terms and embark on finalising the Detailed Masterplan.
- In parallel with the Operator Tendering it is proposed to initiate the **Heritage Lottery Fund application process**. The overall funding strategy will have been refined in then Concept Planning phase but already we know that an HLF application for a significant capital sum is highly probable. Furthermore, the documentation required to support the Stage 1 and Stage 2 HLF Applications will be necessary for developing and undertaking the regeneration of APP in any case – so the process of developing the HLF applications is not only timely but also acts as a useful discipline for accelerating and preparing these project documents. The HLF process alters depending on the scale of investment applied for, but broadly speaking it is unlikely that successful Stage 2 pass will be achieved in less than 12 months and more likely in around 18 months from start.

Figure 69. Indicative Next Steps



7.2.1 **OPTIONS APPRAISAL (MAY 2011)**

Task
<ul style="list-style-type: none"> <li>• Conclude options appraisal reports</li> </ul>
<ul style="list-style-type: none"> <li>• Trustee meeting on 9<sup>th</sup> May to consider recommendation from APPRWG and take decision on whether or not to adopt the preferred option and proceed</li> </ul>
<ul style="list-style-type: none"> <li>• Definition and mobilisation of resources for future phases and development planning</li> </ul>
<ul style="list-style-type: none"> <li>• Procurement of external advisors and design team</li> </ul>

7.2.2 **CONCEPT PLANNING (3 MONTHS)**

**CONCEPT MASTERPLAN**

Task
<ul style="list-style-type: none"> <li>• Review of access and transport options</li> </ul>
<ul style="list-style-type: none"> <li>• Undertake building surveys</li> </ul>
<ul style="list-style-type: none"> <li>• Prepare up to date cost estimates</li> </ul>
<ul style="list-style-type: none"> <li>• Confirm areas within the Palace and Park that are in play</li> </ul>

(i.e. “the white space”)

- Property review (status of all leaseholds, tenants, etc.)
- Consultations (e.g. planning authority, English Heritage, other statutory and advisory bodies)

### CHARITY REVIEW (GOVERNANCE & MANAGEMENT)

#### Task

- Consultation with stakeholders (local residents and groups, advisory groups etc.)
- Compliance with Charity Commission protocols (e.g. consultation)
- Review of legal issues relating to Act, governance and emerging procurement strategy
- Define minimum requirements of the Trust (“must haves”) and additional preferences (“nice to haves”)
- Define options for Trust’s governance and management role and responsibility

### HERITAGE MANAGEMENT PLANNING

#### Task

- Heritage statement, defining the significance of the heritage asset (if not already prepared)
- Conservation management plan (if not already prepared – this could be developed later, but without such documents in place one places greater risk on the HLF application process)

### BUSINESS PLAN & FUNDING STRATEGY

#### Task

- High level business plan
- Refinement of funding strategy (identifying all funding opportunities, timescale and actions)
- High level economic impact study based on preferred option and emerging concept masterplan
- Consultations with key potential funding partners (Heritage

Lottery Fund etc.)

### PROJECT EXECUTION PLAN

Task
<ul style="list-style-type: none"> <li>• Develop a preliminary Project Execution Plan containing for example:               <ul style="list-style-type: none"> <li>◦ Summary project definition, objectives and quality statements</li> <li>◦ Policies and procedures</li> <li>◦ Project team structure and resources, roles and responsibilities</li> <li>◦ Project cost plan and cost management procedures</li> <li>◦ Procurement strategy</li> <li>◦ Risk assessment</li> <li>◦ Delivery programme</li> </ul> </li> </ul>

### 7.2.3 OPERATOR TENDER & ENGAGEMENT (6-9 MONTHS)

Task
<ul style="list-style-type: none"> <li>• Compile draft descriptive document (key document which dictates the whole procurement strategy and service being purchased)</li> </ul>
<ul style="list-style-type: none"> <li>• OJEU Notice (potentially preceded by Prior Information Notice)</li> </ul>
<ul style="list-style-type: none"> <li>• Pre-participation-questionnaire</li> </ul>
<ul style="list-style-type: none"> <li>• Select participants</li> </ul>
<ul style="list-style-type: none"> <li>• Invitation to participate</li> </ul>
<ul style="list-style-type: none"> <li>• Dialogue and tender (number of participants may be reduced)</li> </ul>
<ul style="list-style-type: none"> <li>• Final tenders (which includes detailed masterplan)</li> </ul>
<ul style="list-style-type: none"> <li>• Tender evaluation (seek clarification, specification and fine tuning, from tenderers as necessary)</li> </ul>
<ul style="list-style-type: none"> <li>• Discussion with selected tenderer (establishing heads of terms prepared and signed)</li> </ul>

#### 7.2.4 DETAILED MASTERPLAN (3 MONTHS)

##### Task

- Refine masterplan (Trust and Operator in collaboration)

#### 7.2.5 HLF STAGE 1 APPLICATION (3-6 MONTHS)

##### Task

- Two stage process, depending on size of grant application assessment is as follows:
  - £1m-£5m grants – assessed 6 times a year at board meetings and submission should be discussed with regional HLF office (3 month assessment period i.e. submitted by 16<sup>th</sup> October 2011 will be considered at the board meeting on 24<sup>th</sup> January 2012)
  - Over £5m grants – assessed in a competitive batch once a year. First stage application to be submitted in November 2011 for decision to be made within 6 months (i.e. before April 2012)
- Consult with HLF regional office and liaise closely with case officer
- Complete and submit stage 1 application form and stage 1 checklist items:
  - Organisation's constitution
  - Signed agreement
  - Copy of accounts for last year
  - Copies of deeds, leases, mortgages and proof of ownership of assets
  - Selection of visuals (masterplan, sketch designs, photographs etc.)
  - Signed copy of declaration

#### 7.2.6 HLF DEVELOPMENT PHASE

##### Task

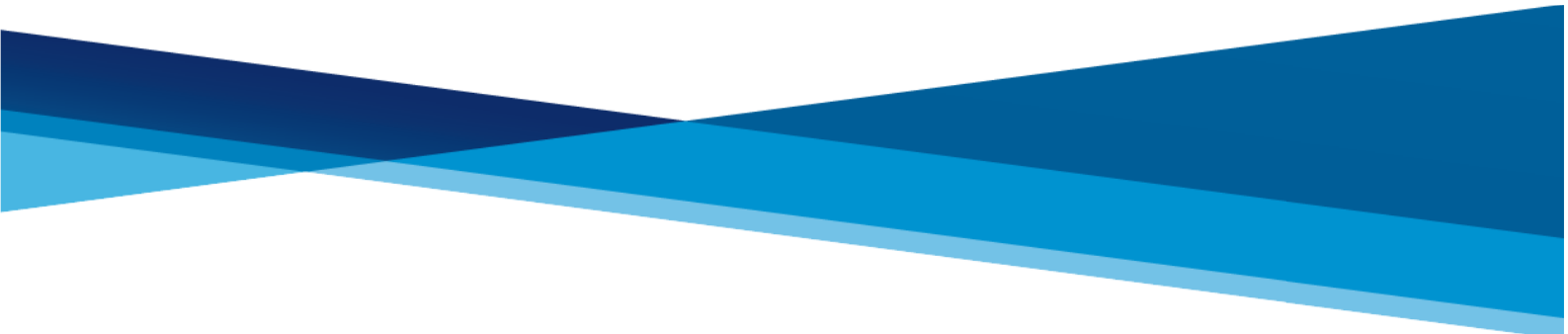
- Checklist:
  - Detailed timetable for the development period

<ul style="list-style-type: none"> <li>○ Briefs for development work</li> </ul>
<ul style="list-style-type: none"> <li>○ Job descriptions for new posts to be filled during development phase</li> </ul>
<ul style="list-style-type: none"> <li>○ Conservation statement</li> </ul>

### 7.2.7 HLF STAGE 2 APPLICATION

Task
<ul style="list-style-type: none"> <li>• Activity plan</li> </ul>
<ul style="list-style-type: none"> <li>• Selection of visuals (masterplan, sketch designs, photographs etc. – sufficiently development from stage 1 application)</li> </ul>
<ul style="list-style-type: none"> <li>• Detailed project costs</li> </ul>
<ul style="list-style-type: none"> <li>• Project cashflow</li> </ul>
<ul style="list-style-type: none"> <li>• Delivery programme</li> </ul>
<ul style="list-style-type: none"> <li>• Project management structure</li> </ul>
<ul style="list-style-type: none"> <li>• Income and spending forecasts (detailed business plan)</li> </ul>
<ul style="list-style-type: none"> <li>• Design specification</li> </ul>
<ul style="list-style-type: none"> <li>• 10 year management and maintenance plan</li> </ul>
<ul style="list-style-type: none"> <li>• Conservation management plan</li> </ul>

# APPENDICES





## 2 ALEXANDRA PARK AND PALACE (PUBLIC PURPOSES) ACT 1900

In considering the existing and proposed planning policy situation in relation to future development proposals at Alexandra Palace and Park, it is also important to acknowledge the Alexandra Park and Palace (Public Purposes) Act 1900, amended in 1913 and again in 1985.

The Act states that:

The Trustees shall have the entire control and management of the park and palace and other lands acquired by them as such trustees together with all buildings now existing or hereafter erected thereon and they may excise the following (that is to say):-

i) They shall uphold maintain and repair the palace and other brick and stone buildings and may improve and extend the park lands and buildings and lay out form fence and maintain grounds for cricket and other games sports meetings assemblies and other purposes and also gardens roads walks fences plantations ornamental lakes and spaces for military drill and exercise;

ii) They may erect provide equip furnish and maintain conservatories refreshment rooms shelters and convenience necessary or desirable for the use and enjoyment of the park as an open space and also in or contiguous to the buildings libraries reading rooms museums concert rooms and other buildings for the use and enjoyment of the public and shall thereafter uphold maintain and repair the same or where they are no longer necessary or desirable remove the same;

iii) They may maintain uphold and improve the existing theatre in the palace primarily for use or uses as a theatre, concert hall, recording studio or cinema and secondarily for use or uses for any of the purposes (save as an hotel) for which they may use any other part of the palace;

iv) They may set apart and appropriate any portion of the palace and other buildings for such purposes of public utility instruction or benefit for such periods and on such terms and conditions as they may think fit consistent with the objects of this Act;

v) They may let or licence at the best rent that can reasonably be obtained regard being had to the purposes of the Alexandra Park and Palace Acts and Order 1900 to 1985 and for such term not exceeding twenty-two years (or with the prior approval in writing of the Charity Commissioners for England and Wales for such term not exceeding one hundred and twenty-five years) and

subject to such covenants and conditions as they may think fit any portion of the palace (other than the parts of the palace shown edged red or blue on the Palace plan detailed in section 2 of the Alexandra Park and Palace Act 1985) or other buildings and the right of supplying and selling refreshments in any part or parts of the park and palace and may authorise the lessees or licensees to make charges for admission to any building or portion of a building demised or licenced to them.

vi) They may close any part of the palace and park for not more than fourteen days in any one year to the exclusion of the public except on payment of such admission fee as shall be fixed by the Trustees and they may let any part of the park and palace respectively during any day or days on which the same may be closed as aforesaid. Public notice of the day or days on which any part of the palace and park will be so closed shall be affixed to the principal entrances to the park at Bedford Road and Muswell Hill and the entrances at the Grove, the Avenue, North View Road and Alexandra Park Road, and shall be kept so affixed for at least two weeks before such day or days and the said notice shall during the month before such day or days be advertised once in each of two successive weeks in a London daily newspaper;

Provided that the Trustees may not under this paragraph close any part of the park or palace which is for the time being let or licences under any other provision of the Alexandra Park and Palace Acts and Order 1900 to 1985 or restrict access to any such part, unless provision for such closure is made in the lease or licence of that part.

vii) They may provide free of charge reasonable accommodation for volunteer forces and educational purposes having regard to the purposes of this Act;

viii) They may generally do any act or thing which may in the judgment of the Trustees appear calculated to promote the use and enjoyment of the park and palace by the public.

ix) They may, if they consider it desirable in relation to their management of the park and palace and with the prior approval in writing of the Charity commissioners for England and Wales, sell, let or otherwise dispose of the whole or any part of, or the whole or any part of any interest in, land acquired by them after the passing of the Alexandra Park and Palace Act 1985, together with any building or buildings erected thereon for the best consideration that can reasonably be obtained and on such other terms and conditions (whether with or without provisions relating to building or other operations) as they think fit.

Subject to the foregoing provision the park and other lands shall be maintained as an open space and the park palace and other lands shall be available for the free use and recreation of the public for ever.

### 3 PLANNING POLICY

It should be noted The Mayor of London is currently in the process of replacing the London Plan. A draft Replacement London Plan was published for consultation in October 2009 and an EIP has since taken place in autumn 2010. Adoption is expected in late 2011.

Under the Planning and Compulsory Purchase Act 2004, the policies contained within Haringey Council's UDP were saved for 3 years until 17 July 2009. However, the Act also allows for the extension of policies beyond this date, and further to a Direction from the Secretary of State, a number of the UDP policies have been saved until the Council replaces them with Development Plan Documents in their Local Development Framework. The Proposed Submission version of the Core Strategy was published for formal consultation in May 2010 and it is intended to be adopted in November 2011. Although not currently an adopted document the policies contained within the Core Strategy Proposed Submission document will be a material consideration in the determination of a planning application.

National planning guidance, emerging development plan documents, and supplementary planning guidance, among other matters, are also relevant material considerations and should also be considered in relation to the detailed planning application for the Site.

#### 3.1 LONDON BOROUGH OF HARINGEY UNITARY DEVELOPMENT PLAN 2006

In the UDP Alexandra Palace and surrounding park is designated as Metropolitan Open Land (MOL) and as such is given the same level of protection as the green belt. Essential facilities for appropriate uses will only be acceptable where they do not have an adverse impact on the openness of the MOL.

The area falls within a Conservation Area and therefore any development proposals must seek to preserve and enhance the qualities of the built and historic environment.

Furthermore, Alexandra Palace was designated as a Grade II listed building in 1996 and therefore listed building consent would be required to demolish, extend or alter the building.

The key policy in the UDP for assessing development proposals at Alexandra Park and Palace is the site specific 'saved' Policy OS4, which states:

##### **OS4: ALEXANDRA PARK AND PALACE**

Alexandra Park and Palace represents MOL of a unique character, which will be safeguarded in accordance with the above policy MOL (referring to

UDP Policy OS2). In addition Alexandra Palace was designated as a listed building in 1996. Proposals for Alexandra Park and Palace should:

- a) Conserve and enhance the habitat and ecological value of the Park.
- b) Preserve and enhance the special architectural and historic interest and setting of the Palace and the historic form and layout of the park land.
- c) Facilitate the restoration of the fabric of the building.
- d) Enhance the outdoor recreational, leisure and sports opportunities within the Park, having regard to the needs of a wide range of users including the need for passive recreation.
- e) Provide a range of uses for the Palace, which complement the outdoor activities in the Park and complement as far as possible the function of Wood Green Metropolitan Town Centre. It is considered that the Palace should be used primarily for a mixture of arts, cultural and entertainment, educational, sport and recreation and other uses within the D1 (non-residential institutions) and D2 (assembly and leisure) Use Classes. Within the existing curtilage of the Palace some ancillary use for food and drink (Use Class A3), Business (Use Class B1), residential, hotel and conference purposes may be acceptable as part of a mixed-use scheme.
- f) Not involve unacceptable levels of traffic that cannot be accommodated on site.
- g) Protect the amenity of local residential properties.

Development proposals involving limited infilling of or extensions to, the palace should:

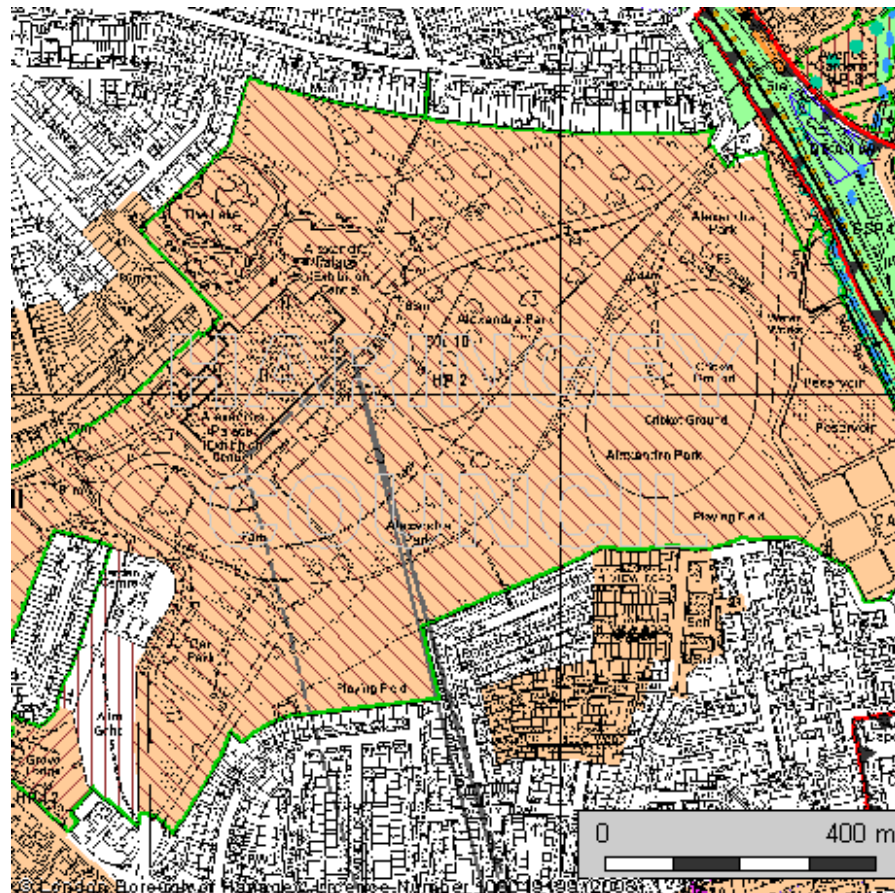
- a) Not result in any greater impact on the purposes of including Alexandra Park and Palace within the MOL;
- b) Not result in the height of the existing main ridge line of the roof of the Palace being exceeded;
- c) Not result in any significant increase in the developed extent of Alexandra Palace;
- d) Ensure the special architectural and historic setting of the Palace is preserved;
- e) Ensure the effects on the setting of Alexandra Palace are acceptable;
- f) Be necessary to secure the restoration and future viable use of the Palace; and

- g) Not adversely impact on the strategic views to St Paul’s Cathedral and the City.

The supporting text to the Policy states:

‘The Palace’s proximity to Wood Green Metropolitan Centre makes it appropriate for mixed-use schemes, primarily for arts, cultural and entertainment uses. These schemes should have no adverse impact on the Town Centre.’

**Proposals Map**



Key	
	Strategic Views of St Pauls Cathedral (UD5)– The Viewing Corridor
	Ecologically Valuable Site (OS6) – Borough Grade 1
	Historic Park (OS7)
	Conservation Area (CSV1)
	Strategic Views of St Pauls Cathedral (UD5)– The Wider Setting
	Metropolitan Open Land (OS2)

### 3.2 LONDON BOROUGH OF HARINGEY LOCAL DEVELOPMENT FRAMEWORK

Haringey Council has started preparing the Borough's Local Development Framework (LDF) which, with the London Plan, will eventually supersede the London Borough of Haringey UDP and be the new Borough Development Plan.

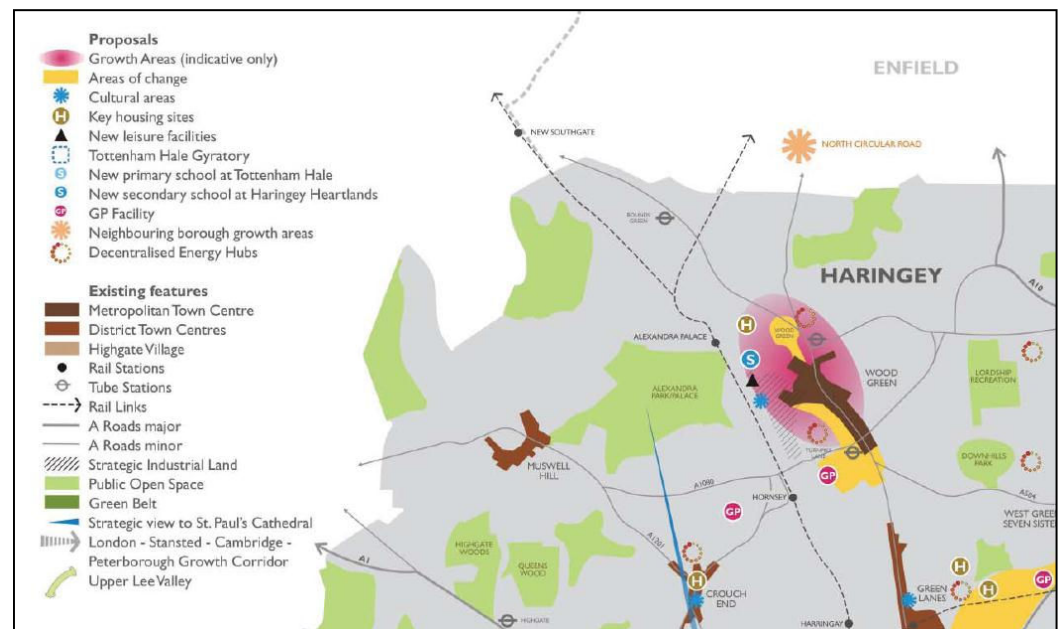
#### 3.2.1 CORE STRATEGY

One of the LDF documents will be the Core Strategy to which all planning policies must relate. It will set out the spatial vision for Haringey, through strategic policies that cover the whole of the borough. The Core Strategy is the key policy document in Haringey's LDF and will bring together strategies relating to land use in an integrated manner to provide a long term spatial vision.

The Proposed Submission version of the Core Strategy was considered by Full Council on 24th February 2011 with a resolution for the document to be submitted to the Secretary of State for an examination by an independent Planning Inspector. The Core Strategy was submitted to the Secretary of State on Wednesday 9th March 2011.

An Examination in Public (EiP) is due to take place in May 2011 and the target date for adoption of the Core Strategy is November 2011 subject to approval by the Secretary of State.

**Figure 71: Haringey Core Strategy Key Diagram**



The Core Strategy Proposed Submission Document highlights the opportunity to create a 'Cultural Area' at Alexandra Palace to link up with the existing Cultural Quarter at Wood Green/Haringey Heartlands.

Policy SP15 states that the Council will safeguard and foster the borough's cultural heritage and promote cultural industries and activities through:

1. The development of the following cultural areas across the borough:
  - Tottenham Green;
  - Tottenham Hotspur;
  - Hornsey Town Hall;
  - Wood Green/Haringey Heartlands/Alexandra Palace; and
  - Haringey Green Lanes.
2. Supporting the provision of new work spaces and cultural venues that support cultural businesses particularly in cultural areas;
3. Protecting and enhancing, where feasible, existing cultural facilities throughout the borough.

The Council will safeguard and foster the borough's existing recreational and sporting facilities through:

- The protection and enhancement of sporting facilities in areas of deficiencies; and
- The dual use of the borough's cultural assets, such as land and buildings to meet the needs of local communities, for example meeting space, arts and leisure activities, opportunities for recreation and sport.

With reference to the Wood Green Cultural Area/Haringey Heartlands/Alexandra Palace, the Core Strategy states that further detail will be provided on the development of the Cultural Area through the Wood Green Area Action Plan.

### 3.2.2 DEVELOPMENT MANAGEMENT DPD

The Development Management DPD will provide a policy framework for development management functions and to determine development proposals. Once adopted, along with the Core Strategy, it will set out the key planning policies used in the determination of planning applications.

Haringey Council consulted on the DPD in May/June 2010 and are now collating and processing the responses in order to inform the next draft of this DPD, which is expected autumn 2011.



Policy DM26 of the draft Development Management DPD (2010) relates specifically to Alexandra Palace. At present, there is no change between the adopted UDP Policy OS4 and draft Policy DM26, with exception to the removal of reference to the Park, which is addressed in other draft policies.

### 3.2.3 HEARTLAND AND WOOD GREEN AREA ACTION PLAN

The Area Action Plan will provide an opportunity to assess the future potential of the centre to promote and expand retail, leisure and commercial uses and to contribute to the future regeneration of the area that will provide growth opportunities for housing.

It is intended that the Area Action Plan can also explore opportunities to improve access and connectivity to the adjoining cultural and heritage areas and landmarks.

The preparation and scoping of this document has yet to begin and we understand that the programme set out in the Local Development Scheme Second Revision September 2010 has slipped. We have been informed that work is likely to commence on the preparation of this document in 2012.

## 4 LISTING NOTICE

From English Heritage

Building Name: ALEXANDRA PALACE

Parish: HORNSEY

District: HARINGEY

County: GREATER LONDON

Postcode:

LBS Number: 462017

Grade: II

Date Listed: 01/10/1996

Date Delisted:

NGR: TQ2953389973

Listing Text:

TQ 2989 MUSWELL HILL, N22

800-/22/10031 Alexandra Palace

Former International Exhibition Hall and 'People's Palace'. Rebuilt 1873-5 by John Johnson and Alfred Meeson following fire damage to the first building of 1868-73 by the same architects. Built by Kelk and Lucas. Restored 1980-88, following second fire in 1980, by the Alexandra Palace Development team led by Dr Peter Smith. Cast-Iron and steel columns with walls of white Huntingdon and yellow stock brick embellished with patterned red brickwork in the Italianate style. Classical mouldings and ornaments such as cornices, volutes, keystones, lions' heads etc. made of Portland cement.

**PLAN:** symmetrical about a great central hall which corresponded with the central transept of the original building and runs between the north and south frontispieces which survived from that building. Flanking the great hall were open courtyard areas leading to domed and glazed spaces. Most of the internal walls defining this plan survive. On the west side, the concert hall to the north and refreshment rooms to the south have gone. On the east side, the theatre auditorium to the north and the former refreshment rooms adapted for studios by the BBC in 1935 survive.

**EXTERIOR:** North elevation: Least fire-damaged area. Central frontispiece with pedimented gable and large recessed rose window, now blocked, above entrance porch which connected to the approach from the former railway station. East and west elevation: entrance fronts and vestibules behind largely rebuilt 1980-88 in original form and reusing structural ironwork in part. South elevation: Central pedimented and gabled frontispiece with large recessed window above entrance porch. Patterned brickwork in gable. Arch flanked by tall 3-light windows separated by half columns with segmental pediment above. Two storey, 15-bay colonnade either side, divided into 3 sections and terminating in square towers. The upper colonnade is arched with stone columns, the lower has flat arches resting on brick piers. The tower at the south-east corner was adapted in 1935 to house offices and studios

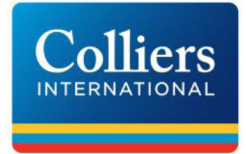
for the BBC with metal canted bays and the addition of a tall steel latticed girder mast on top.

**INTERIOR:** Survival of the original interior is patchy. The principal areas of interest lie in the eastern part of the building: the auditorium in the north east and the television studios in the BBC wing in the south-east corner. The auditorium has fittings of interest which date from 1875. These include a balcony to the rear, a large raked stage, a proscenium with niches and, below the stage, a complete set of Victorian stage machinery designed by Messrs Grieve and Son. The machinery comprises a series of wooden bridges, traps, pulleys and levers to enable large scene transformations in pantomime and melodrama, and the projection of props and actors onto the stage. It is the most pristine example in the country. Neoclassical decoration on either side of the auditorium dates from the 1920s when W. Macqueen-Pope was manager. The BBC studios 'A' and 'B' have historic rather than architectural interest. A significant feature in studio 'A' is the glazed control room or 'gallery'. Some original doors to the studios with brass porthole windows survive. To the west of the studios the original staircase survives with ramped wooden handrail, turned balusters and chamfered newel posts. Some original cast-iron columns with capitals survive on the ground floor in this part of the building. Some areas of the Palace have been demolished and are therefore of no interest; these are the unroofed spaces at the south-west and north-west corners. The central hall and west end (Palm Court) have been renewed sympathetically following the fire of 1980 and follow the original spatial form; it is the overall spatial qualities of these interiors, and that of the west hall, rather than their individual details, which are of interest.

**HISTORY.** The Palace was conceived by Owen Jones in 1858 to rival the Crystal Palace, which was built in Hyde Park for the Great Exhibition of 1851 and subsequently rebuilt at Sydenham Hill. Work did not actually begin until 1868 when parts of the recently dismantled Second Exhibition building in the Cromwell Road designed by Captain Fowke were reused in the new Palace designed by Alfred Meeson and John Johnson. It was opened in 1873 but closed within days following the fire. The second Palace, rebuilt in a different form and extended, was opened in 1875 for the use of north Londoners for exhibitions, lectures, concerts, theatrical performances and refreshment. In 1936, the BBC broadcast the world's first television programme from the Alexandra Palace, the beginning of a regular service of high-definition television broadcasting. The Palace is a renowned London landmark, a rare survival of a building type, and it has a unique place in the history of British popular education and entertainment. Alexandra Park is on the English Heritage Register of Parks and Gardens.

**SOURCES:** Peter Smith: Alexandra Palace and Park Hornsey Historical Bulletin No.24; Ken Gay: Palace on the Hill, 1992; Iain Mackintosh (ed) Curtains!, 1982. Listing NGR: TQ2953389973





**CONTACT DETAILS**

Tel: 0207 487 1799  
Jim.roberts@colliers.com

Colliers International  
Destination Consulting  
9 Marylebone Lane  
London  
W1U 1HL

[www.colliers.com/uk](http://www.colliers.com/uk)

Alexandra  
Palace the  
people's palace.



# Alexandra Park & Palace

## Options Appraisal & Feasibility Study Report Back

Discover your Ally Pally.

[www.alexandrapalace.com](http://www.alexandrapalace.com)

## Background

- Prestigious heritage legacy of assets
- Much loved community space and building
- Deteriorating building fabric requiring significant capital investment in the very immediate future
- Over 50% of the existing shell unusable with £30M investment required
- £2M LBH annual bill – impact on Council Tax
- Previous stakeholder consultation on vision and brand



## **Vision & Mission**

### **Vision**

To regenerate Alexandra Palace and Park, in the pioneering spirit of our founders, creating a proud, iconic London Destination with global appeal, a successful, valuable and sustainable asset for all, including the local community and stakeholders.

### **Mission**

To uphold, maintain and repair the Palace and to maintain the said Park and Palace as a place of public resort and recreation and for other public purposes.



## **Brief**

- Detailed assessment of APP (previous studies as a base)
- Assess appropriate/credible content options to address:
  - Vision and Mission of the Trustees
  - Heritage and iconic status
  - Customer demand/market analysis
  - Brand alignment and recognition
  - Sustainable commercial viability
- Consultation
- 'preferred' strategic option assessed and undertake initial market soundings
- Recommendations for next steps re delivering wider regeneration of APP

## Strategic Options – Why?

**Brand** – defining the ‘attractor’ and a coherent concept

**Funding** – defined investment strategy related to ‘anchor’

**Supporting uses** – symbiotic uses & wider regen. Benefits

Long list of strategic concepts assessed against key criteria:

- Vision/mission
- Option physically possible with APP
- Is there demand for the concept? Will be able to compete with similar supply destinations?
- Fundable



## Consultation

Consultation used as part of the evidence base in assessing strategic options

Included:

- Two sessions with variety of local stakeholders/interest groups
- One Report Back session to all stakeholders
- 1-2-1 interviews with APP and LBH technical officers

Local Stakeholders:

- Positive about a strategic approach
- Wide acceptance of Leisure/Entertainment being shortlisted
- Anxious to see community use maintained

## Conclusions

- Preferred strategic concept
  - Leisure and Entertainment Focus
  - Live music – core use anchor
  - Parallel developments and supporting uses in Palace & Park
  - Maintain iconic status and historic prestige of Palace & Park
  - Heritage assets will be integrated in any future use (e.g. BBC Studios, theatre and open spaces)


## **Next steps**

APPB Trustees to:

- agree and approve recommendations
- Approve the RWG to undertake next steps 2a, b and c of the report

RWG to report back to APPB with a detailed project plan and key milestones



<b>Alexandra Palace &amp; Park Board</b>	<b>on 9<sup>th</sup> May 2011</b>
Report Title: <b>Governance 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, following previous resolutions of the Board in the following areas:</p> <ul style="list-style-type: none"> <li>a) Recruitment of Independent Advisors to the Board</li> <li>b) Structural changes to streamline processes and systems - the review of the APP Statutory Advisory Committee (APPAC) and Consultative Committee (APPCC).</li> <li>c) The creation of a Finance, Audit and Human Resources Working Group</li> <li>d) Executive Restructuring and the recruitment of a Chief Executive Officer for Alexandra Park and Palace.</li> </ul>	
<p><b>2. Recommendations</b></p> <p>2.1 That the Board notes the progress to date in implementing a number of its previous resolutions on Governance and Future Vision outlined in this report.</p> <p>2.2 That the Board provides guidance to the Interim General Manager on its preferred timescale for the recruitment of Independent Advisors to the Board.</p> <p>2.3 That the Board approves or otherwise amends the draft terms of reference for the Finance, Audit and Human Resources Working Group.</p> <p>2.4 That the Board approves the creation of the Finance, Audit and Human Resources Working Group and appoints the Chairman and other members of the Working Group in accordance with the terms of reference.</p> <p>2.5 That the Board notes that it will receive further reports on the matters covered in this report at future meetings of the Board.</p>	
Report Authorised by: <b>Andrew Gill, Interim General Manager</b>	
<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 progress in implementing a number of its previous resolutions on Governance and Future Vision and seeks further guidance from the Board in some of these matters.</p>	

- 3.2 On 4 April 2011 the Council resolved to grant the necessary delegated authorities to the Board to enable the recruitment, selection and appointment of the proposed independent advisors.
- 3.3 This report seeks guidance for the Board on the recruitment and selection process for the Independent Advisors to the Board.
- 3.4 This reports asks the Board to consider draft terms of reference for the new Finance, Audit and Human Resources Working Group and to approve or otherwise amend the terms of reference and to appoint the Chairman and other members of the Working Group.
- 3.5 The Charity Commission has been engaged regarding the possibility of having a single Alexandra Park and Palace Statutory Advisory Committee, and Alexandra Palace and Park Consultative Committee and dialogue continues with the Commission on this matter.
- 3.6 The first Joint Meeting of both the above Committees was held on 5 April 2011 and arrangements have been made for the respective Chairs to meet to review the Joint Meeting on 4 May 2011.
- 3.7 Work is progressing on the recruitment of a Chief Executive officer and the outline programme has been refined and is included in this report at section 6.7.5.

#### **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 N/A

### **6. Description**

- 6.1 At its meeting on 6 September 2010 the Board resolved to adopt an 'interim' model for structural change, including the appointment of Independent Advisors to the Board and a review of the Alexandra Park and Palace Advisory Committee and Alexandra Palace and Park Consultative Committee as the most appropriate phased approach towards the longer term aspiration of legal/financial independence.
- 6.2 At its meeting on 15 February 2011 the Board received an update on the remaining key tasks associated with developing the Governance of the Trust. Since that date there has been progress in implementing a number of these tasks and this is outlined in the report below.
- 6.3 At its meeting on 28 March 2011 the Board received a report on Executive Restructuring and the Board approved the initial process for the appointment of a new Chief Executive for Alexandra Park and Palace. Since that date there has been progress in implementing the Board's decision.
- 6.4 **The Appointment of Independent Advisors to the Board.**
- 6.4.1 The Board has previously approved the terms of engagement, job description, candidate specification and recruitment process for the Independent Advisors and provided a steer to the IGM on these aspects of this task.

6.4.2 The Board has previously noted that the agreement of the Full Council of LB Haringey would be required prior to the appointment of Independent Advisors, as this was a variation to the Membership of the Board – albeit the Independent Members would only be appointed in a non voting advisory capacity.

6.4.3 At Full Council on 4 April 2011 the Council approved the recommendation from the Board to the Council;

“We ask that powers be delegated to our Alexandra Palace and Park Board to commence the recruitment, selection and appointment of the proposed independent advisors.”

6.4.4 The formal process of recruitment, selection and appointment of the Independent Advisors may therefore now commence.

6.4.5 The Board has previously approved a 6 Step Recruitment Plan for recruitment and selection of the Independent Advisors. The key Steps of the Recruitment Plan are summarised below;

Step 1 - Getting started, checking the legals and planning the process.

Step 2 - Who Are You Looking For? Do they exist? Defining the role, skills and experience, telling people about the role

Step 3 - Attracting the new Advisors, advertising the role, meeting with potential applicants, observing board meetings, dealing with queries etc.

Step 4 - Selection and Appointment, use of specialist recruitment agency, shortlist, interview, etc.

Step 5 - Welcoming the new Advisors, induction, assigning specialist roles, officer support etc.

Step 6 - What Next? Developing the Board, succession planning, etc.

6.4.6 The recruitment process is currently at Step 2 and the Board is asked to provide guidance to the IGM on its preferred timescale for the recruitment process. The Board may wish to take into account its decisions on other strategic priorities including regeneration of AP&P, the appointment of a new Chief Executive for AP&P and the cost of the recruitment process (estimated at £25K to £35K).

## 6.5 Structural changes to streamline processes and systems.

6.5.1 At its meeting on 15 February 2001 the Board resolved that approval be given in principle to the adoption of a two-stage process with stage one the immediate implementation of a joint Alexandra Park and Palace Statutory Advisory Committee, and Alexandra Palace and Park Consultative Committee (Model 1) and stage two a reconstituted Alexandra Park and Palace Statutory Advisory Committee (Model 2);

6.5.2 The Board instructed the Interim General Manager to investigate the practicalities of having a single Alexandra Park and Palace Statutory Advisory Committee, and Alexandra Palace and Park Consultative Committee and to seek legal and Charity Commission advice in order to advise further on this matter.

6.5.3 It is recognised that whilst the APP Statutory Advisory Committee (APPAC) is constituted in an Act of Parliament, there could be means of enhancing its current remit/membership. The Trusts' Solicitor has advised

6.5.4 “That the APPAC, as a creature of statute (the 1985 Act) can only be subject to change, either as regards membership or functions, by a change in the law. Such change could

only be made in a limited way. Paragraph 14 of Schedule 1 of the 1985 Act provides as follows:

Where it appears to the trustees and to the Advisory Committee expedient for the purpose of assisting the continuation of the Advisory Committee-

(a) to make such amendments to sub paragraphs (a) to ( f) of paragraph 2 of this Schedule as appear to be appropriate in the light of any alterations made or to be made in the names or areas of the wards therein mentioned or

(b) to amend the provisions of paragraphs 4 to 13 of this Schedule

then with the approval of the Charity Commission expressed in writing or of the Chancery Division of the High Court expressed by order, they may by resolution of the Trustees and of the Advisory Committee make such amendments."

In respect of the amendments above referred to, those in sub paragraphs (a) to (f) of paragraph 2 are the names of the wards to be represented and those in paragraphs 4 to 13 are essentially constitutional matters.

These provisions could permit changes to membership and constitution.

The Act does not contain any provision for amendment to the functions or terms of reference of the Committee.

If such changes were to be proposed, the Charity Commission might be prepared to permit them by a Charities Act Scheme. This could be a slow process and will almost certainly entail wide public consultation. Details would of course be considered with the Commission in accordance with recommendation 2.5 of the Report."

- 6.5.5 The Interim General Manager and the Trust's Solicitors have made contact with the Charity Commission regarding this matter and initial correspondence has been exchanged, updating the Commission on recent developments in the governance of the Trust in order to give the context for the request to consider permitting changes wider than those set out in the Act by a scheme. At the time of writing, dialogue with the Commission is ongoing.
- 6.5.6 Board Members will be aware that first of two joint meetings of both Committees was held on for 5 April 2011.
- 6.5.7 As requested by the Board, a review of the Joint Meeting of both Committees by the respective Chairs has been arranged for 4 May 2011. The Chair of the Board may wish to provide a verbal update to this Board meeting.

## 6.6 The creation of a Finance, Audit and Human Resources Working Group

- 6.6.1 At its meeting on 21 December 2010, the Board asked the IGM to draft terms of reference for a new Sub-Committee of the Board centring on Audit, Finance and Human Resources issues. The creation of such a group is identified as desirable in the NCVO Code of Good Governance.
- 6.6.2 Attached to this report at Appendix 1 are draft terms of reference for a new Finance, Audit and Human Resources Working Group for the consideration of the Board.
- 6.6.3 The Board of APTL already has a Finance, Audit and Risk sub-committee and a Human Resources sub-committee, with the members of the Committees being nominated by the

Board of APTL from among its Directors. Both sub-committees are supported and advised by senior management from APTL.

- 6.6.4 It is proposed by the IGM that the Board approves the creation of a single Working Group which would operate in a similar way to the APPRWG, i.e. it is not a formal Council Committee but it reports to the Board via the General Manager or Chief Executive of the Trust. The Working group would have no remit to make executive decisions on behalf of the Board.
- 6.6.5 The primary focus of the new Working Group should be to ensure that the Trusts' spending is channelled on the Charitable Purpose and not on associated bureaucracy. To that end it may be desirable for AP&P to have only one such committee/working group but that is currently not possible given the separate decision-making bodies in the form of two separate Boards.
- 6.6.6 In the interests of minimising bureaucracy and reducing the impact on Member/Officer time of the new Working Group, it is further proposed that meetings of the Working Group immediately precede or follow on from meetings of the APTL Finance, Audit and Risk Committee and that the Trustee membership is the same as those which sit on the APLT committee, currently Cllrs Egan and Scott.
- 6.6.7 The membership of both groups would be different although there may be some 'overlap' between group members in that a Director of APTL who is also a Trustee may sit on both groups. It is proposed that the new Working Group may co-op other individuals with appropriate skills and experience e.g. a Non Executive Director of APTL.
- 6.6.8 The Chair of the Finance, Audit and Human Resources Working Group would be a Trustee and ideally one who currently sits on the APTL Finance Audit and Risk Committee e.g. Cllr Nigel Scott.
- 6.6.9 The Board is asked to consider draft terms of reference for the new Finance, Audit and Human Resources Working Group and to approve or otherwise amend the terms of reference and to appoint the Chairman and other members of the Working Group.
- 6.6.10 Pending the Board's approval of the creation of the new Working Group, the Interim General Manager will seek further advice on the role the Working Group can play in terms of human resources issues,
- 6.7 Executive Restructuring and the recruitment of a Chief Executive Officer for Alexandra Park and Palace.**
- 6.7.1 The Board was updated with the progress with the appointment process at the last Board meeting on the 28 March 2011 following the Executive Restructuring Report to Board on the 15 February 2011.
- 6.7.2 In preparing this update report, the Interim General Manager has liaised with the Council's Director of Corporate Resources to whom the Board has delegated, acting on behalf of the Council's Chief Executive in his "charity capacity", and in consultation with the Chair of the Board, the finalisation of the interview process and the documentation required to commence and finalise the search and recruitment.
- 6.7.3 The search process is well underway. Odgers Berndtson commenced the soft market searching during early April and at the time of preparing this report had identified a number of potential candidates whom had shown interest and have viewed this as a "very

interesting” and “unique” opportunity to be involved with one of London’s most famous venues.

- 6.7.4 The marketing document, the Candidate Brief, to attract other potential candidates has been prepared by Odgers Berndtson and was approved in accordance with 6.7.2 above. It is being published through an advert on line with the Times and the Guardian as well as Odgers own web site.
- 6.7.5 The Outline Programme has been refined to the activities below with the final dates for the final stages to be agreed and finalised:
- April/May – Search for Candidates by Odgers Berndtson
  - Advertisement placed – 21 April 2011
  - Closing date for Applications – 11 May 2011
  - Longlisting of Candidates - 19 May 2011
  - Initial interviews by Odgers Berndtson – w/c 23 May and 30th May 2011
  - Short listing of Candidates – w/c 13 June and 20 June 2011 (Date tbc)
  - Final Interviews - w/c 20 or 27th June 2011 (Date tbc)
- 6.7.6 The job description/person specification and remuneration package have been prepared with the assistance of Odgers Berndtson and are being finalised with further advice being sought from London Borough of Haringey.
- 6.7.7 The Council is considering the changes to the Constitution, so that the Trust may appoint its new Chief Executive in full accordance of The Local Authorities Standing Orders Regulations (S.I. 2001/3384), at the annual Council meeting on 26 May 2011.

## **7 Consultation**

- 7.1 There has been no specific consultation on this report beyond the liaison with the APP Statutory Advisory Committee and APP Consultative Committee and the Stakeholder meetings described in previous reports to the Board.

## **8 Recommendations**

- 8.1 That the Board notes the progress to date in implementing a number of its previous resolutions on Governance and Future Vision outlined in this report.
- 8.2 That the Board provides guidance to the Interim General Manager on its preferred timescale for the recruitment of Independent Advisors to the Board.
- 8.3 That the Board approves or otherwise amends the draft terms of reference for the Finance, Audit and Human Resources Working Group.
- 8.4 That the Board approves the creation of the Finance, Audit and Human Resources Working Group and appoints the Chairman and other members of the Working Group in accordance with the terms of reference.
- 8.5 That the Board notes that it will receive further reports on the matters covered in this report at future meetings of the Board.

## **9 Legal Implications**

- 9.1 The Trust's Solicitor's advice has been taken into account in the preparation of the report.

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

## **10 Financial Implications**

10.1 The cost of the recruitment and selection of the Independent Advisors, assuming that an executive recruitment agency is engaged is estimated in the region of £25K to £35K.

10.2 The cost of the Chief Executive recruitment exercises will be met from the Trust's 2011-12 revenue budget.

10.3 LBH Chief Finance Officer notes the content of this report.

### **10.4 Use of Appendices/Tables/Photographs**

**10.4.3** Appendix 1 – Draft Terms of Reference of the Finance, Audit and Human Resources Working Group.

**APPENDIX 1**

**ALEXANDRA PALACE & PARK CHARITABLE TRUST**

**DRAFT TERMS OF REFERENCE OF THE FINANCE, AUDIT AND HUMAN RESOURCES WORKING GROUP**

**Constitution and Purpose**

1. The Finance, Audit and Human Resources Working Group is established as a Working Group by the Alexandra Palace & Park Board (APPB). The Working Group's 'Terms of Reference' may be amended at any time by the APPB.
2. The Working Group has no executive power to make decisions but it will seek ratification of any recommendations by the Board or, where delegated authority exists, by officers of the Trust.
3. The purposes of the Working Group are to:
  - Take the lead on developing short, medium and long term financial plans, considering opportunities for investment and making recommendations to the Board on priorities for resource allocation;
  - Assist the Board in overseeing the Trust's financial policies and procedures, reporting to the Board as appropriate;
  - Monitor the Trust's financial performance;
  - Oversee the external and internal audit processes and compliance with statutory and regulatory requirements, ensuring a framework for accountability, reporting to the Board as appropriate
  - Examine and monitor the effectiveness of the Trust's risk management processes, reporting to the Board as appropriate.
  - Assist the Board in considering matters relating to Human Resources and advise the Board as appropriate.

**Membership**

4. The Working Group shall be appointed by the Board from amongst its members and shall consist of no less than two Trustees and no more than four members of the Board, including non-voting Board members and Independent Advisors to the Board.
5. The Board shall appoint the Working Group Chairman. In the absence of the Working Group Chairman, the remaining members present shall elect one of themselves to chair the meeting.
6. Appointments to the Working Group shall be for a period of one year and reviewed by the Board in June each year.

7. The Working Group may co-opt members with particular expertise or experience to serve on the Working Group on a time-limited basis.
8. The General Manager or Chief Officer of the Trust will act as secretary to the Working Group.

### **Attendance**

9. The General Manager or Chief Officer of the Trust and the Head of Finance will normally attend all meetings of the Working Group. The General Manager or Chief Officer of the Trust with the prior agreement of the Working Group Chairman may invite other managers or officers to attend to inform discussion on specific items.
10. Trustees who are not designated as Working Group members have the right to attend and to contribute to discussion at Working Group meetings.
11. The Working Group may also request the attendance of other experts from time to time

### **Frequency and Conduct of Meetings**

12. The Working Group will ideally meet at quarterly each year to consider appropriate business and make suitable recommendations to the Board via the General Manager or Chief Officer of the Trust. Otherwise, it is for the Working Group to decide both the frequency of meetings and how meetings are conducted.
13. Unless otherwise agreed by the Chairman of the Working Group, notice of each meeting confirming the venue, date and time together with an agenda of items to be discussed, shall be forwarded to each member of the Working Group and any other person required to attend no later than 5 working days prior to the meeting.

### **Authority**

14. The Working Group is authorised by the Board to investigate any activity covered by these terms of reference or otherwise delegated to it from time to time.
15. The Working Group is to seek the approval of the Board to obtain independent legal or professional advice and to secure the attendance of such professionals with relevant experience and expertise as may be considered necessary or expedient, when required.
16. As the Working Group is not a Panel or Sub-Committee of the Board as stipulated in the Local Government Acts 1972/1985, it is unable to make executive decisions on behalf of the Board.

### **Reporting Procedures**

17. The Minutes of Working Group meetings will normally be summarised and reported where appropriate at a subsequent Board meeting following the Working Group meeting.

18. The Chairman of the Working Group shall present any recommendations to the Board unless the Chairman chooses to delegate such presentation to the General Manger or Chief Officer of the Trust.
19. The Working Group Chairman will provide a summary of the activity of the Working Groups on an annual basis to the Board and may make further reports to the Board as may be deemed necessary or expedient.

### **Specific Duties**

20. The specific duties of the Working Group are:

**(a) In relation to financial strategy:**

- To provide the Board with an independent and objective view of key strategic issues and trends;
- To consider priorities for both resource allocation and for investment and to incorporate associated recommendations in annual revisions to the strategic plan;
- To analytically review business cases presented by officers and make recommendations to the Board, with particular reference to affordability and operational viability.

**(b) In relation to resources:**

- To scrutinise and evaluate the draft annual budget, ensuring it is compatible with, and supports, the Trust's strategic objectives, considering the inherent risks, and advising the Board accordingly;
- To review the capital investment programme and investigate innovative and effective means of fund raising
- To advise the Board on the financial implications and operational risks arising from strategic and financial decisions taken by the Board;
- To review quarterly management accounts, monitoring performance against the approved budget, and ensuring that financial information is presented in a way that facilitates both understanding and good governance;
- To review the Trust's financial procedures, making appropriate recommendations to the Board;
- To review any external bids fro external capital or revenue resources, advising the Board accordingly;
- To review the draft annual Trustees' report and audited accounts, and make recommendations to the Board as to their appropriateness.

**(c) In relation to external audit:**

- To consider the appointment of the external auditor, the audit fee, any question of resignation or dismissal, and the frequency of tendering for audit services;
- To scrutinise the external auditor's draft audit report and audit findings report, and the response of management thereto, to discuss any major issues or accounting judgments or levels of error identified, and to formulate any written representations that may be needed by the auditors in connection with the company's statutory accounts;
- To review the performance of the external auditors and advise the Board accordingly;

**(d) In relation to internal audit:**

- To consider the adequacy of the internal audit annual plan and review its effectiveness in the context of the overall risk management framework;
- To consider the detailed findings of internal audit and management's response thereto, and to make appropriate recommendations to the Board; and
- To meet with the Internal Auditors once a year without other management present to discuss their remit and any issues arising from their work.

**(e) In relation to risk management:**

- To review and monitor the processes for assessing and managing risk and to consider at least annually proposed revisions to the Risk Management Framework and the Risk Register, making appropriate recommendations to the Board;
- To consider and make a recommendation to the Board on the statement on risk management to be included in the Trustee's report;
- To investigate any issue relative to the Working Group's work which may put the Trust at significant risk and to report to the Board on actions taken or needed to be taken to mitigate any risk.
- To investigate and report on any fraud brought to the Working Group's attention, making suitable recommendations to the Board of Directors.

**(f) In relation to Human Resources**

- To review the Trust's Human Resources policy and procedures, making appropriate recommendations to the Board;
- To review the Trust's annual Human Resources Plan, making appropriate recommendations to the Board;
- To investigate and report on any fraud or serious misconduct brought to the Working Group's attention, making suitable recommendations to the Board.

This page is intentionally left blank

Report Title: **INTERNAL AUDIT PLAN AND REPORT BACK**

Report of: **Helen Downie, Head of Finance, Alexandra Palace & Park Charitable Trust**

**1. Purpose**

- 1.1 To advise the Board of progress against the outstanding recommendations from the 2008 Internal Audit Report by the Council's Internal Audit Team;
- 1.2 To present the proposed Internal Audit Operational Plan for 2011/12 for approval by the Board.

**2. Recommendations**

- 2.1 The Board is asked to note the outcome of the second follow up visit relating to the Council's 2008 internal audit report;
- 2.2 The Board is asked to approve the proposed internal audit plan for the 2011/12 financial year.

Report Authorised by: **Andrew Gill, Interim General Manager**



Contact Officer: Andrew Gill, **Interim General Manager, Alexandra Palace & Park, Alexandra Palace Way, Wood Green N22 7AY Tel No. 020 8365 4340**

**3. Executive Summary**

- 3.1 In 2008, the Council's Internal Audit Team undertook a review of controls and processes in the Trust. The resulting report contained 12 recommendations relating to governance, risk management, strategic planning and operational procedures.
- 3.2 Following their appointment as internal auditors to the Trust, Mazars undertook a follow up review of the outstanding recommendations in May 2010. They concluded that of the original 12 recommendations, six had been fully implemented, five were in progress and one had been superceded. A further visit was conducted in April 2011, the results of which are included in the report at Appendix 1. Mazars concluded that 11 of the 12 recommendations have been fully implemented, the exception being the recommendation relating to the development and approval of the Trust's three year business plan, which was 'in progress'.

3.3 The three year business plan for the Trust is the subject of a separate paper to this Board meeting.

3.4 The outcome of the second follow up visit was reported to the Council's Audit Committee on 19<sup>th</sup> April 2011

3.5 The proposed operational audit plan for the 2011/12 financial year is at Appendix 2 to this report. This has been drafted in the context of the impending recruitment of a Chief Executive for the Trust and in light of the considerable financial pressures the Trust will be facing in 2011/12. The plan focuses on risk management and following up the recommendations made in 2010/11. A separate plan exists for APTL, which was approved by the Company's Finance and Audit Committee on 7<sup>th</sup> April 2011.

3.6 The proposed audit plan for the Trust for 2011/12 represents 6 consultancy days, delivering a saving of approx. £3.5k against the approved budget.

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

4.1 N/A

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

5.1 No specific background papers were used in compiling this report.

**6. Consultation**

6.1 N/A

**7. Legal and Financial Comments**

7.1 The Trust's Solicitor has no comment to make on this report  
The Council's Chief Financial Officer notes the content of this report.  
The Council's Legal Adviser has been sent a copy of this report

**8. Equalities Implications**

8.1 There are no perceived equalities implications in this report.

**9. Use of Appendices / Tables / Photographs**

Appendix 1 – Follow up – Visit Two (05.10/11)  
Appendix 2 – Internal Audit Operational Plan 2011/12

Alexandra  
Palace the  
people's palace.

Internal Audit Report

**Follow Up - Visit Two  
(05.10/11)**

**April 2011**

**FINAL REPORT**

## CONTENTS

	Page
1. Introduction	1
2. Scope and objectives of the audit	1
3. Summary of findings	1
4. Definitions	2
5. Detailed Findings and Action Plan	5

## AUDIT CONTROL SCHEDULE:

<b>Client contacts</b>	Andrew Gill: Interim General Manager	<b>Internal Audit Team</b>	Richard Bott: Partner Graeme Clarke: Director  Peter Williamson: Assistant Manager  James Sherrett: Senior Auditor
<b>Finish on Site \ Exit Meeting:</b>	28 March 2011	<b>Management responses received:</b>	1 April 2011
<b>Draft report issued:</b>	31 March 2011 1 April 2011	<b>Final report issued:</b>	4 April 2011

In the event of any questions arising from this report please contact Graeme Clarke, Director, Mazars LLP [graeme.clarke@mazars.co.uk](mailto:graeme.clarke@mazars.co.uk)

**Status of our reports**

*This report is confidential and has been prepared for the sole use of Alexandra Palace & Park Charitable Trust.*

*This report must not be disclosed to any third party or reproduced in whole or in part without the prior written consent of Mazars LLP. To the fullest extent permitted by law, no responsibility or liability is accepted by Mazars LLP to any third party who purports to use or rely, for any reason whatsoever, on this report, its contents or conclusions.*

## 1. INTRODUCTION

- 1.1 At the request of Management, we have undertaken an additional review to consider progress made by Alexandra Palace and Park Charitable Trust (APPCT) in implementing recommendations arising from previous internal audit reviews undertaken by the London Borough of Haringey's internal auditors.
- 1.2 We would like to thank the Interim General Manager and other staff at APPCT who have kindly provided their assistance and help during the course of the audit.
- 1.3 This report is confidential and for the use of the Board and senior management of APPCT. The report summarises the results of the internal audit work and, therefore, does not include all matters that came to our attention during the audit. Such matters have been discussed with the relevant staff.

## 2. SCOPE AND OBJECTIVES OF THE AUDIT

- 2.1 During 2008 the London Borough of Haringey's internal audit team undertook a review of controls and processes at APPCT. The recommendations within the original report were wide-ranging and covered areas such as APPCT's overall governance, risk management and strategic planning processes as well as operational matters in respect of repairs and maintenance and performance review, etc. A follow up review of progress in implementing these recommendations was undertaken by the Council in early 2009.
- 2.2 Following our appointment as internal auditors to APPCT in 2009, it was agreed with APPCT and the Council, that we would undertake follow up work to assess the degree of implementation of any outstanding recommendations from the Council's work as part of our Audit Plan. This review took place in May 2010 (report 01.10/11 refers) and we concluded that of the 12 recommendations made by the Council, six had been implemented in full, five were considered as 'in progress' and one recommendation had been superseded. The focus of this second visit was on these five outstanding recommendations only.
- 2.3 Staff members responsible for the implementation of the recommendations were interviewed to determine the status of the agreed actions. Audit testing has been completed, where appropriate, to assess the level of compliance with this status and controls in place.

## 3. SUMMARY OF FINDINGS

### **Overall conclusion on effectiveness and application of internal controls**

- 3.1 Two of the five outstanding recommendations from the July 2010 report were categorised as 'significant' and three as 'minor'.
- 3.2 Based on our review, we consider four of these recommendations to have been implemented. These relate to:
- Adapting the NCVO Code of Governance to suit the Trust's particular circumstances;
  - Producing and approving a risk management framework for the Trust;
  - Documenting an operating framework between the Trust and Haringey Council; and

- Producing and documenting a contract management framework particularly in relation to the Integrated Facilities Management contract. This particular area was also subject to a specific internal audit review during the year (report 04.10/11 refers)
- 3.3 The one remaining recommendation is considered 'in progress' and relates to the development of, and documenting and approval of, a three year Business Plan for the Trust. Whilst a Draft Business Plan for 2010/13 was presented to the Trust Board in June 2010, this was not finalised owing to a review of the Trust's structure, organisation, staffing and capital programme during 2010/11.
- 3.4 It should also be noted that the planned restructuring of the Trust and APTL, including the plan to appoint a joint Chief Executive in the coming months, is likely to impact on the Trust's ability to develop a detailed Plan in the short term. In addition the 2011-12 revenue budget is still under review and therefore the Trust cannot at this stage commit resources to all its priority objectives. Finally, there may be new Trustees from May/June 2011 following local elections and it would not be appropriate for a three year Business Plan to be approved by Trustees only a short time before the possibility of new Trustees being appointed.

#### 4. DEFINITIONS

- 4.1 The status of recommendations are assessed as follows:

Status	Detail
1	The recommendation has been implemented.
2	Progress has been made on implementation of the recommendation.
3	The recommendation has not yet been implemented.
4	Superseded: the recommendation is no longer applicable.
5	The agreed date for implementation of recommendation has not yet been reached.

- 4.2 The recommendations will be graded as follows:

Priority rating	Definition
Fundamental (Priority 1)	Recommendations represent fundamental control weaknesses, which expose APPCT to a high degree of unnecessary risk.
Significant (Priority 2)	Recommendations represent significant control weaknesses which expose APPCT to a moderate degree of unnecessary risk.
Minor (Priority 3)	Recommendations show areas where we have highlighted opportunities to implement a good or better practice, to improve efficiency or further reduce exposure to risk.

5. DETAILED FINDINGS AND ACTION PLAN

Area: Business Planning Process.						
Ref	Original Recommendation	Category	Management Comment/ Implementation Date/ Manager Responsible	Status	Findings	New Recommendation
5.5	The three year business plan for the Trust should be completed and presented to the Board for approval.	Significant	Agreed. December 2010. Interim General Manager	2	<p>A Draft Business Plan for 2010/13 was presented to the Trust Board in June 2010. Whilst the Board approved the key priorities and strategic objectives identified in the Plan, they have not been asked to approve a 'Final' version due to a review of the Trust's structure, organisation, staffing and capital programme during 2010/11.</p> <p>Both the Trust and Alexandra Palace Trading Limited (APTL) appear committed to developing three year Plans. For example, APTL have recently issued a Business Plan for 2011 to 2014 which includes forecasts of gift aid payments to be made to the Trust. This will in turn help to inform the Trust's future plans.</p> <p>The planned appointment of a new Chief Executive to oversee both the Trust and APTL, combined with local elections is also likely to impact on the Trust's ability to produce a three year Plan in the immediate future.</p>	<p>In the context of the appointment of a new Chief Executive for the Trust and APTL and potential changes of Trustees on the Board, a three year business plan should be completed and presented to the Board for approval.</p> <p>In the interim, Management should identify and seek Board approval for the Trust's 2011-12 Work Plan. (Significant)</p>
<p><b>Updated Management Comment/ Implementation Date/Manager Responsible</b></p> <p>Agreed. 2011-12 Work Plan to be submitted for Board approval in May or June 2011. Manager responsible: Interim General Manager.</p>						

This page is intentionally left blank

Alexandra  
Palace the  
people's palace.

## Internal Audit Operational Plan 2011/12

To be presented to Alexandra  
Palace and Park Charitable Trust  
Board meeting of: 9 May 2011

## CONTENTS

	<b>Page</b>
1. Introduction	1
2. The Scope and Purpose of Internal Audit	1
3. The Operational Audit Plan	1
4. Recommendations	1
Appendix A Operational Audit Plan for 2011/12	

If you should wish to discuss any aspect of this report, please contact, Graeme Clarke, Director, [graeme.clarke@mazars.co.uk](mailto:graeme.clarke@mazars.co.uk).

**Status of our reports**

*This report is confidential and has been prepared for the sole use of Alexandra Palace and Park Charitable Trust.*

*This report must not be disclosed to any third party or reproduced in whole or in part without the prior written consent of Mazars LLP. To the fullest extent permitted by law, no responsibility or liability is accepted by Mazars LLP to any third party who purports to use or rely, for any reason whatsoever, on this report, its contents or conclusions.*

## 1. Introduction

Mazars LLP were appointed as Internal Auditors to Alexandra Palace and Park Charitable Trust (APPCT) following a competitive tender exercise in August 2009.

On appointment, we developed an Internal Audit Strategy for the period to 31 March 2013. This Strategy incorporating the Operational Audit Plan for the period to 31 March 2011 was considered and approved by the APPCT Board on the 12 January 2010.

The purpose of this document is to provide the APPCT Board with details of our proposed Operational Audit Plan for the 2011/12 financial year.

At this stage we have prepared a 12 month plan only, recognising the current financial pressures on the organisation, coupled with the expected recruitment of a new Chief Executive to oversee both APPCT and the trading company. However the plan will be kept under review as part of periodic progress meetings with APPCT representatives to ensure it remains appropriate.

## 2. The Scope and Purpose of Internal Audit

The purpose of internal audit is to provide the APPCT Board, with an independent and objective opinion on governance, risk management and internal control, and their effectiveness in achieving the organisation's agreed objectives. Internal Audit also has an independent and objective advisory role to help line managers improve governance, risk management and internal control.

The work of internal audit forms a part of APPCT's overall assurance framework.

Our work is delivered in accordance with the Institute of Internal Auditors (IIA) – International Standards.

## 3. The Operational Audit Plan

This update has been informed by:

- discussion with the Interim General Manager and Head of Finance and Company Secretary for APTL; and
- the results of our internal audit work during 2010/11.

### **Key areas of coverage**

- Resources have been provided to assist the Trust in developing its risk management framework during the year. The exact nature of this work will be discussed with Management; and
- Resources have been provided for the follow up of recommendations made as part of the Audit Plan for the period to 31 March 2011.

## 4. Recommendations

The Board is asked to:

1. Note the process undertaken in producing an Operational Plan for 2011/12; and
2. Consider whether the audit coverage proposed meets the Board's expectations.

Appendix A – Operational Plan 2011/12

Auditable Area	Client Contacts	Outline Scope	Planned Days	Target Review Start Date	Target Finance and Audit Committee
Risk Management	Interim General Manager	Resources to support APPCT in respect of its Risk Management Framework. Specific scope of review to be agreed.	2	August 2011	October 2011
Follow Up	Interim General Manager	Resources to assess progress in implementing internal audit recommendations from the Plan for the period to 31 March 2011.	2	August 2011	October 2011
Audit Management	Interim General Manager	Resources for management of contract including:- - Audit Strategy and Plan update - Ongoing liaison - Preparation for and attendance at APPCT Board meetings	2	n/a	n/a
			<b>6</b>		

**ALEXANDRA PALACE & PARK BOARD**
**On 9<sup>th</sup> May 2011**

Report Title: **2010-11 Capital Projects Update**

Report of: **Andrew Gill, Interim General Manager, Alexandra Palace & Park Charitable Trust**

**1. Purpose**

1.1 To update the Board on Capital works completed during 2010-11, the Ice Rink project final account settlement and the signage strategy 2011-12.

**2. Recommendations**

2.1 The Board is asked to note the capital works that have been completed during 2010-11.

2.2 The Board is asked to note the current status on the final account settlement for the Ice Rink project.

2.3 The Board to note that items raised by the SAC/CC have been fed into the Phase II signage strategy and the application for advertising consent to be submitted pending approval of the pub name change at this Board meeting.

2.4 The Board is asked to approve the name change from the Phoenix to the Bar & Kitchen which will enable the redecoration and works to be delivered within May 2011.

Report Authorised by: **Andrew Gill, Interim General Manager**



**Contact Officer:** Mark Neale, Facilities Manager, Alexandra Palace & Park, Alexandra Palace Way, Wood Green N22 7AY Telephone Number: 020 8365 4199.

**3. Executive Summary**

3.1 The following report summarises the capital works that have been completed during 2010-11 addressing the condition of the building fabric and services.

3.2 The report also provides a progress report on the final account settlement for the Ice Rink project.

3.3 The report also provides a progress report on the signage strategy 2011-12 and seeks approval to change the name of the Phoenix pub.

**4. Reasons for any change in policy or for new policy development.**

Not applicable

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

5.1 No specific background papers were used in compiling this report.

**6 Capital Expenditure 2010-11**

**6.1 Progress Report on the Other 2010-11 Capital Expenditure**

The spend from the Council's Capital grant to the Trust for 2010-11 of £500,000 is currently forecast to be £450,000. The balance of £50,000 has been requested to be carried over into 2011-12 to mitigate any outstanding claims that may result for extra works.

The following is a progress report on the works that have taken place:-

**6.1.1 Internal Dilapidations**

The Palm Court meeting rooms & corridor have been refurbished with improved lighting, false ceiling, re-decoration and new flooring.

The Palm Court West Entrance refurbishment works have been completed with a section of the stone steps being refurbished and/or replaced together with the repainting of the entrance ceiling.

A new reception desk has been installed in the Palm Court entrance. This will form the main reception ("The Hub") for Alexandra Palace once we have a new telephone system installed later in the year and it will replace the existing facility in the BBC tower.

The front foyer of the Theatre areas has had works addressing roof leaks and has been repainted.

A new disco lighting system has been installed in the Ice Rink to replace the old obsolete system which remained after the area was refurbished.

**6.1.2 Theatre**

A detailed condition report on the area has been completed which identified a number of urgent remedial works to address the further deterioration of the structure. Dry rot treatment, making safe some areas of structural decay and the removal of old debris/ pigeon guano from areas has now been completed. This area however will still remain a restricted access area owing to the poor condition of the internal fabric

Discussions also took place with English Heritage and the sum of £20,958 has been released to Alexandra Palace for works that have been carried out in previous years on the under-stage areas.

### **6.1.3 Structural Steelwork Survey of Basement Level**

A detailed survey of the basement steelwork has now been completed, which has identified several areas requiring attention. The number of serious structural failures identified so far is few however the structural engineer reported that: -

*“If the conditions leading to the deterioration in condition of building fabric are not addressed urgently, then the number of structural failures and the extent of deterioration will increase quite significantly”.*

Work has now been completed on the implementation of the report's recommendations. (e.g. steel supports to several fractured trusses and addressing water ingress causing corrosion).

Further to the report above, it was advised that an intrusive investigation be carried out on the areas where there has been water penetration. (i.e. Brickwork clad steelwork supports and the concrete floor areas located along the south terrace). The report highlighted that the beams are in fairly good condition but the floor areas require remedial works, which will form part of the 2011-12 works priorities.

### **6.1.4 Fire Alarm & Evacuation System Upgrade/Replacement**

A condition survey has been completed and identified that the existing system has reached the end of its trouble-free working life and in need of urgent replacement. The design and specification for the new fire detection and evacuation system has been completed and invitations to tender went out to five recognised fire alarm contractors on Friday 11 March 2011. Only one tender was returned which was disqualified owing to non conformance with the requirements of the specification.

The project is programmed for retendering on the 16 May 2011 for a period of five weeks. The revised programme for approval will need to take place early in July 2011.

During the refurbishment of the Ice Rink a partial upgrade of the fire alarm system has been completed which will avoid further disruption works to this area during 2011-12 when the fire alarm new system is programmed to be installed.

### **6.1.5 Upgrade of the Data/Comms Infrastructure.**

A full IT system review has been completed which endorsed the need to improve the system bandwidth which is currently a maximum of 2MB/sec, which is very slow and imposes severe restrictions on APTL. The review also endorsed the urgent need to replace the telephone system owing to the system's age and obsolescence.

The data/comms cabling infrastructure has been completely rewired which now forms a good platform for further IT improvements to Alexandra Palace over future years.

We are currently working with the Council's Data/Comms team in upgrading the bandwidth to 10 Meg Bits/sec, and reviewing the most economic way of upgrading the telephones. This work is scheduled for completion by the end of July 2011.

#### **6.1.6 Building Dilapidations**

During 2010-11 several reports on the condition of the building fabric and services were commissioned by the Trust. These identified several areas of concern with the top risks being:-

- External building fabric (e.g. falling masonry or glass)
- Underground structures conditions (i.e. including steelwork)
- Failure of fire alarm systems and its support to fire precautions

Following concerns raised by the Board on the poor condition of Alexandra Palace, an independent review of the work has been undertaken by Potter Raper.

Their brief was:-

*Given the responsibility of the Trust, to review the safety, compliance and fitness for purpose of the building, its fabric and services to operate as a major event facility raising income to support the long term future of the facility.*

The results of the report have endorsed the priorities identified by APPCT and concurred that:-

- There is an imminent and ongoing risk to the public and staff of falling masonry from the building structure. Therefore ongoing actions are required to try and mitigate these risks.
- The current fire and evacuation system is non-compliant, obsolete and has reached the end of its working life. Therefore investment in life safety systems are essential.
- The Theatre is in a poor condition and must remain a restricted area until adequate funding can be sourced.
- The internal fabric and building services do need investment to ensure business continuity but recognises there are insufficient monies available to address all the issues identified. It recommends a "Business Plan per Room" approach to evaluate the return on the investment.

During 2010-11 the first phase of high priority works on the external fabric has been completed. Abseiling techniques and high lift work platforms were used to remove loose render and brickwork together with the removal of the plant growth that has taken place. Further works are programmed for 2011-12.

## **6.2 Ice Rink: Final Account Settlement**

As previously reported the current AP Project Team forecasted cost for the project is within the approved cost plan and discussions are continuing between the Team and the Principal Contractor to finalise the account. The AP Project Sponsor (the Interim General Manager) is seeking compensation in the form of liquidated damages for the 4 week programme delay which resulted in lost profit to APTL over the Christmas period.

The Principal Contractor has tried to justify a further extension of time to the project programme to mitigate the programme delay. These have been reviewed by the Project Team and the claims rejected.

Discussion on these issues is continuing at a senior level with the Principal Contractor and the Board will be briefed further once these discussions have been finalised.

## **6.3 Signage strategy: 2011-12**

As previously approved by the Board, the signage strategy is progressing well with two clear phases of work proposed. Phase one is funded via the £20k capital sum carried forward from 2010-11 by the Trust; Phase two will be delivered via Marketing funds allocated by the Trading Company.

Comments from SAC/CC about phase two in particular have been taken on board and the advertising consent application is being revised accordingly. This will be submitted to LBH mid May 2011; but with the continued aim to generate commercial returns from signage where possible.

There is unanimous support for a re-focus and re-vamp of the current Phoenix pub as recommended by the MD of APTL. This work is funded via savings in the pub's operation and a name change to the Bar and Kitchen is recommended to The Board to underpin a fresh new direction; supported by new menus that focus on local British produce and some re-decoration. This work is vital to underpin the company's plans to generate better returns from the pub in 2011-12.

Please see attached at Appendix 1 a sample menu which demonstrates how the new Bar & Kitchen name will be used in relation to the site's name. At Appendix 2 is the proposed logo for the bar & Kitchen.

## **7. Consultation**

- 7.1 Progress on capital and major revenue works are reviewed on a monthly basis at the Facilities Meetings between senior management of the Trust and APTL.
- 7.2 Further reports on Capital Works will be reported to the Board throughout 2011-12.

**8. Recommendations**

- 8.1 The Board is asked to note the progress on capital works that have been completed during 2010-11.
- 8.2 The Board is asked to note the current status on the final account settlement for the Ice Rink project.
- 8.3 The Board is asked to note that items raised by the SAC/CC have been fed into the Phase II signage strategy and the application for advertising consent to be submitted pending approval of the pub name change at this Board meeting.
- 8.4 The Board is asked to approve the name change from the Phoenix to the Bar & Kitchen which will enable the redecoration and works to be delivered within May 2011.

**9. Legal and Financial Comments**

- 9.1 The Trust's solicitor comments have been taken into advice in the preparation of this report.
- 9.2 The LBH Acting Head of Legal Services has no comments on this report
- 9.3 The LBH CFO notes the report.

**10. Equalities Implications**

- 10.1 There are no perceived equalities implications in this report.

**11. Use of Appendices / Tables / Photographs**

Appendix 1 Sample Menu  
Appendix 2 logo

---

This page is intentionally left blank

# BAR & KITCHEN

## Deji Boards

## From the grill

### Mediterranean

Baby mozzarella, sun blushed tomatoes, olives, prosciutto, Mortadella and Milano salami served with crusty bread

£6.95

### Sharing

£11.95

### Sirloin steak

10oz sirloin grilled to your liking, served with grilled tomato, portabella mushroom and homemade chips. Blandy and green peppercorn sauce

£14.95

+£1.00

### Seafood

Garlic prawns, paprika calamari, marinated anchovies, olives and served with crusty bread

£7.95

£12.95

£7.95

### Vegetarian

Marinated artichokes, sun blushed tomatoes, buffalo mozzarella, grilled Halloumi, humous and pitta bread

£6.95

£11.95

### Halloumi & Mediterranean vegetable kebabs

Served with baba ghanoush and pitta bread

£7.95

## Salads

### Chef's Salad

Prosciutto, avocado, baby mozzarella, artichoke and egg with tomato, cucumber and mixed leaves seasoned with lemon infused olive oil

£8.50

### Chicken Caesar Salad

Classic Caesar salad with grilled chicken breast

£6.95

### Lemon and Thyme Marinated Chicken Breast

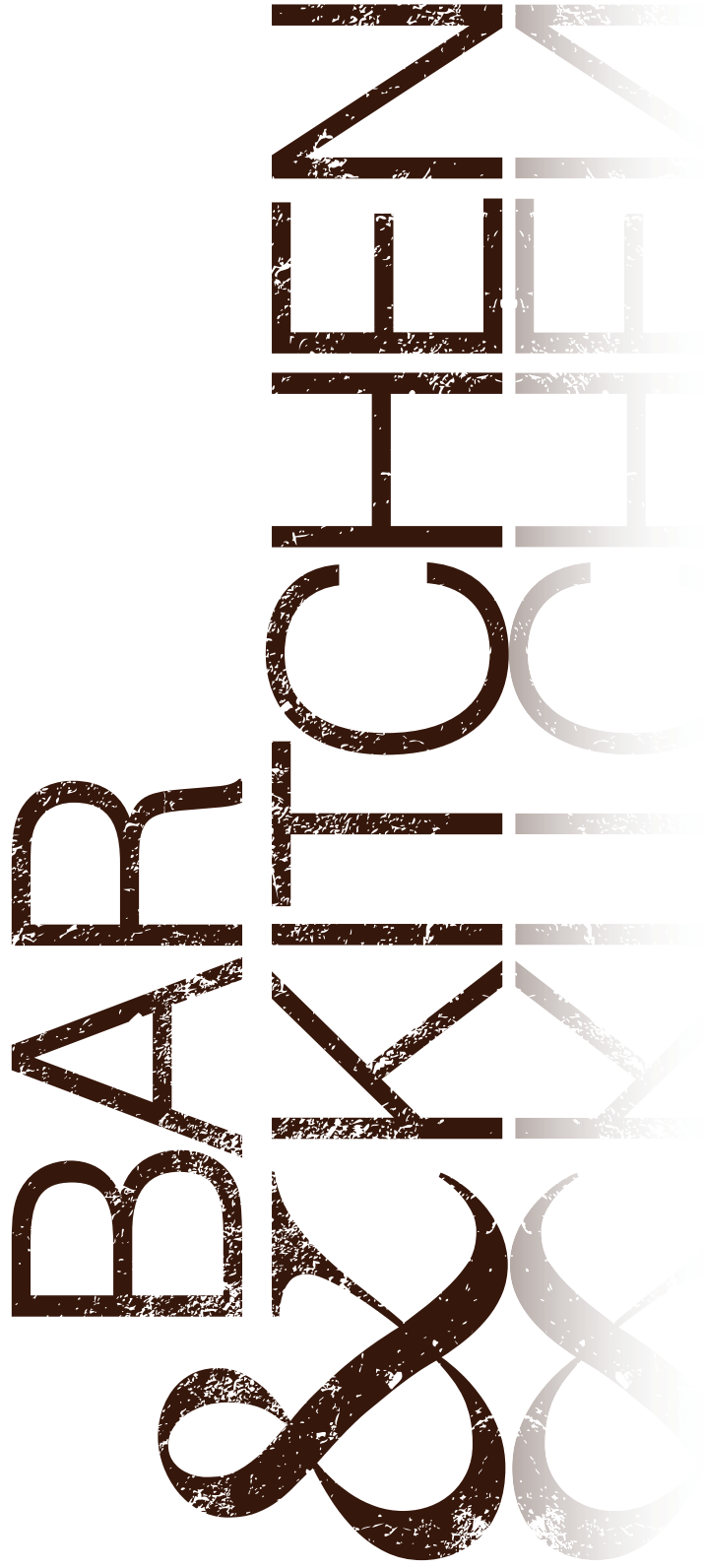
Served on grilled focaccia with Mediterranean vegetables

£7.95



Discover your Ally Pally.

This page is intentionally left blank



This page is intentionally left blank

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

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

### 1. Purpose

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

### 2. Recommendations

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

Report Authorised by: **Andrew Gill, Interim General Manager**



Contact Officer: **Andrew Gill, Interim General Manager, Alexandra Palace & Park, Alexandra Palace Way, Wood Green N22 7AY Tel No. 020 8365 2121**

### 3. Executive Summary

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

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

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

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

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

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

4.1 The adoption of a 3 year Business Plan reflects the practice of the Corporate Trustee, the London Borough of Haringey.

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

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

## Description

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

6.7..3 Project Management

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

6.7..4 Carbon Reduction Strategy – further development including

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

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

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

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

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

**7. Consultation**

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

**8. Recommendations**

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

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

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

**9. Legal Implications**

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

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

**10. Financial Implications**

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

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

**11. Use of Appendices/Tables/Photographs**

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

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

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

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

This page is intentionally left blank

**Alexandra Palace & Park Board**

**on 9th May 2011**

Report Title: **Park Update**

Report of: **Mark Evison, Park Manager,  
Alexandra Palace and Park Charitable Trust**

**1. Purpose**

1.1 To inform the Alexandra Palace and Park Board of various matters relating to the park and its tenants.

**2. Recommendations**

2.1 That the Board notes the contents of the report.

2.2 That the Board approves the proposed scheme to register Exercise Professionals operating in the park.

2.3 That the Board considers whether to make a direct representation regarding the planning application for the Coronation Sidings development and whether to request section 106 funding and delegates authority to the Interim General Manager to progress these matters

Report Authorised by: **Andrew Gill, Interim General Manager**.....

Contact Officer: **Mark Evison, Park Manager, Alexandra Palace & Park, Alexandra Palace Way, Wood Green N22 7AY Tel No. 020 8365 2121**

**3. Executive Summary**

3.1 This report provides an update on general park management issues and an overview of progress regarding the tenants.

3.2 The proposed Coronation Sidings development is described and the potential impact on the views from the palace and park are considered.

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

4.1 N/A

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

5.1 N/A

**6. Park Management Plan & Grounds Maintenance**

- 6.1 Board Members will recall that a ten-year park management plan is in place to guide the maintenance and development of the park. This has been updated for the 2011 round of applications to the Green Flag and Green Heritage Awards and the London in Bloom Competition.
- 6.2 To follow up on one of the most important finds of bioblitz in 2010, conservation volunteers will be constructing two “stag beetle loggeries” this summer. These will increase the amount of suitable habitat for the very rare Stag Beetle (*Lucanus cervus*).
- 6.3 A growing number of ‘Exercise Professionals’ are operating in the park. These people are self-employed or franchisees and offer fitness training and exercise classes to the paying public. They often advertise their services by fly-posting. As a method of managing the increasing numbers and ensuring they are properly insured for public liability, a registration scheme is proposed. This scheme would require the operator to submit the relevant paperwork and pay a fee for undertaking their business on site.
- 6.4 Following the resolutions of the Board on 28 March 2011, the Grounds Maintenance Contract is in the process of being updated. The new items have been added to the work programme and the contractor has invested in some new equipment on the basis of the extension to the term.

**7. Park Tenants**

- 7.1 A new operator for the Boat Hire facility has taken over and opened for business on 15 April. New boats have been purchased and improvements to the customer experience will be seen along with improved income for the trust.
- 7.2 The 345-Preschool’s redevelopment of the Islands building in the Grove has been delayed by requirements from Building Control to install additional concrete piles. The expected completion date is now mid-May.
- 7.3 The Board will recall that a new lease for the Old Station Building is being negotiated. At the time of writing, the key terms have been agreed and the paperwork is being finalised.

**8. Coronation Sidings Development**

- 8.1 A compendious planning application has been submitted by Network Rail for the Coronation Sidings Development. The application reference is HGY/2011/0612 and it proposes a new rolling stock maintenance depot and associated works. Officers were informed by the planning team in a letter received on 14 April 2011. Although a response has been requested within 21 days, a proposal of this size is unlikely to be determined that quickly.
- 8.2 Following a proposal several years ago, permitted development rights were withdrawn by Haringey Council in an Article 4 Direction on 13 August 2009 which was approved by the Secretary of State on 25 November 2009. The Council considered this necessary for a number of reasons, including that the proposed depot could harm views from Alexandra Palace.

- 8.3 A new scheme has now been proposed with a number of changes. The footprint of the depot has been reduced by 35% and the total height of the buildings has also been reduced.
- 8.4 The Council's Core Strategy (submitted in March 2011) includes a policy that relates to views, namely:
- "The Council will seek to protect locally important views that contribute to the interest and character of the borough. These may include:
- Views of and from large parks and open spaces, such as Alexandra Palace and Finsbury Park;
  - Views into and from Conservation Areas"
- 8.5 The planning officers required that the impact of the development be considered from a number of viewpoints around the borough, including two in Alexandra Park. Studies by the applicant suggest that the development could have a high visual impact on some areas of the palace and park.
- 8.6 There have been two other developments in this area in recent years, the New River Village and the Thames Water treatment works. Although all three of these schemes are large and do have an impact on the views from the palace, they do not directly impinge on the view of St Paul's Cathedral (protected by the Mayor of London) or the general historic and interesting views of the London panorama (the Olympic site, docklands, the city and central London).
- 8.7 The views to the south-eastern quarter are already fairly 'industrial,' in fact the railway landscape has existed since the mid 19<sup>th</sup> century.
- 8.8 Prior to the application being made, the matter was considered by the Joint Advisory and Consultative Committee meeting on 5<sup>th</sup> April 2011 and the draft minutes state that it was **noted** that:
- There was limited information available on the proposals despite requests by the Park Manager for more detail from Network Rail.
  - Committee Members expressed concern about the height of the proposed shed and considered 11 metres to be very high, which would detract from the view to the east from the Palace.
  - The Alexandra Palace Conservation Area Advisory Committee (APCAAC) had objected to Network Rail's original proposals and was likely to object to this proposal.
  - That the Board be encouraged to reject the proposals if more information was not provided by Network Rail.

and it was **resolved**: That Network Rail be urged to provide more information on the proposals for new rail sheds which could be considered by the Committees.

- 8.9 The Advisory Committee also formally **resolved** “that more information on Network Rail’s proposals for new sheds be presented at the next meeting (or at an Urgency Statutory Advisory Sub-Committee meeting) for consideration by the Committee.”
- 8.10 It is felt by officers that this development will have no material impact on the daily use of the palace and park. Dog walkers, ice skaters and garden centre visitors will still continue to use the site as before.
- 8.11 Board members are reminded that as charity trustees they must act exclusively and single mindedly in the best interests of the charity.
- 8.12 The Board may also urge individuals, users groups and residents associations to make their own representations through the planning system directly.
- 8.13 There may be an opportunity for the Board to request some funding through a section 106 agreement for tree planting to provide screening for the development or more general habitat improvement works.

## **9. Recommendations**

- 9.1 That the Board notes the contents of the report
- 9.2 That the Board approves the proposed scheme to register Exercise Professionals
- 9.3 That the Board consider whether to make a representation regarding the planning application for the Coronation Sidings development and whether to request section 106 funds to carry out a planting scheme and delegates authority to the Interim General Manager to progress these matters

## **10. Legal Implications**

- 10.1 The Trust solicitor’s advice has been taken into account in the preparation of the report.
- 10.2 The London Borough of Haringey’s Head of Legal Services has been consulted in the preparation of this report, and advises that there are no direct legal implications arising out of the contents, save to stress the importance of the point made in paragraph 8.8 over the manner in which the Board is to approach it's decision making task.

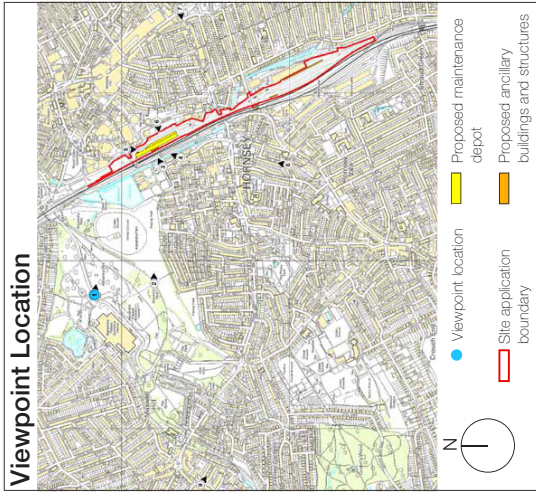
## **11. Financial Implications**

- 11.1 The London Borough of Haringey’s Chief Financial Officer notes the contents of this report.
- 11.2 The registration of Exercise Professionals will take up some additional officer time and provide a very small amount of income.
- 11.3 None of the other items in this report have a financial impact on the Trust beyond existing work programmes and officer time.

**12. Use of Appendices/Tables/Photographs**

**Appendix 1:** Photo mock-up of the development taken from the developer's Environmental Statement submitted in March 2011 as part of the planning application, reference HGY/2011/0612.

This page is intentionally left blank



**Legend**

- Proposed Maintenance Depot
- Proposed Ancillary Buildings and Structures

**Job Title:** Rolling Stock Project: Depots and Stabling

Horsey Scheme

**Client:** Thameslink Programme

**Viewpoint 1:** Alexandra Park - North



**Baseline View**



**View of proposed scheme**

**Figure 6**

This page is intentionally left blank

**Alexandra Palace & Park Board**

**on 9th May 2011**

Report Title: **Cricket Club Proposals**

Report of: **Mark Evison, Park Manager, Alexandra Palace Charitable Trust**

**1. Purpose**

- 1.1 To consider the proposals for the improvement of the cricket clubhouse, drainage of the grounds and construction of an all-weather practice area.
- 1.2 To consider the request for a new lease of the cricket ground to allow sub-letting by the Alexandra Park Club to the Heartlands High School.

**2. Recommendations**

- 2.1 That the Board considers the advice of the Alexandra Park and Palace Advisory Committee and decide whether to accept or reject that advice.
- 2.2 That the Board decide whether to grant permission for Phase 1 of the development, subject to planning permission and,
- 2.3 That the Board agree to the Alexandra Park Club sub-letting to Heartlands High School, by the mechanism of a surrender of the existing lease and grant of a new one.
- 2.4 That the Board delegates to the Interim General Manager, authority to agree final terms for the new Lease to Alexandra Park Club and that the agreement is subject to a satisfactory section 36 Charities Act report, which will be reported to the Board in due course.
- 2.5 That the London Borough of Haringey's Head of Legal Services be authorised by the Board as Trustees to seal the finalised Lease.
- 2.6 That the Board note that with regard to Phase 2, the Building Schools for the Future team will carry out further consultation with local residents and undertake appropriate wildlife and habitat surveys before requesting formal permission.

Report Authorised by: **Andrew Gill, Interim General Manager**.....

Contact Officer: **Mark Evison, Park Manager,**  
**Alexandra Palace Charitable Trust, Alexandra Palace Way, Wood Green N22 7AY**  
**Tel No. 020 8365 2121**

**3. Executive Summary**

- 3.1 Heartlands High School and the Alexandra Park Club wish to enter an agreement to jointly use the clubhouse and pitches. However, sub-letting is prohibited by the current lease.
- 3.2 The proposal includes modifying the indoor and outdoor facilities in two phases. The first of which comprises alterations to the toilets and access routes to the clubhouse and drainage works on the football pitches. The second phase is to construct an all-weather practice area.
- 3.3 The members of the Advisory and Consultative Committees have been consulted on the proposals, some of which will require planning permission.
- 3.4 A new lease could be the mechanism to allow the club to enter into an agreement with the school, and to permit the proposed improvement works.

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

N/A

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

N/A

**6. Background**

- 6.1 The Heartlands High School (HHS) requires access to playing fields for its pupils. The facilities leased to the Alexandra Park Club (AP Club) were identified by Haringey Council's *Building Schools for the Future* team (BSF) as a suitable location. The primary objective of BSF is to provide HHS with access to playing fields.
- 6.2 The school benefits from these proposals as it will be able to fully deliver the curriculum. In addition, Haringey Council can fulfil the requirements of the Office of the Schools Adjudicator. The AP Club and the Trust will benefit from the capital investment. In considering this report the Board must consider the issues exclusively in the best interests of the charity and should not have any regard to the needs of school.
- 6.3 The following practical issues have been identified by BSF and HHS. They have been divided into two phases according to the work required to overcome each issue.
  - Phase 1:**
    - The grass pitches are unplayable for significant parts of the year due to water-logging
    - The internal layout of the building is currently unsuitable for school use, as the only access to the female toilets is through the bar area.
    - The entrance/exit routes are unsuitable and adaptations will be required to improve accessibility
  - Phase 2**
    - An all-weather practice area is required so the school can train without wear and tear on the grass areas during extremes of weather and to reduce the need for the club's members to travel to alternative training venues. This facility will require floodlighting to fulfil the requirements of the Football Foundation (a major funding partner in this project).

## **7. Alexandra Park Club**

- 7.1 The Alexandra Park Club have been a tenant at the palace since the 1900s, they are currently very successful with many football and cricket teams. The Youth Football Club recently won 'Best Club' at Haringey's *Celebrating Sports Awards*.
- 7.2 Currently the club spends a lot of money hiring training facilities off-site and transporting players back and forth, because the poor condition of the pitches does not allow them to train on-site. They are also unable to train after dark. The phase 2 proposals will bring the teams back to the ground for training which will help to foster a club spirit and help improve the club's financial position.
- 7.3 In the past, the cricket ground was home to many more facilities than today. A map drafted in 1945 shows that the grounds contained three pavilions, a tea house, and both grass and hard tennis courts.

## **8. Lease Issues**

- 8.1 The AP Club is approximately halfway through a lease term of 20 years. Appendix 1 shows the location of grounds within the context of the park.
- 8.2 The proposals described later in this report rely entirely on the Board agreeing to a new lease along the following key terms:
- That the current lease is surrendered
  - That a new lease is agreed that permits the Alexandra Park Club to sub-let the facilities (the grounds and building) to Heartlands High School
  - That the rent be reviewed at the appropriate time to consider the benefit of any enhancements
- 8.3 The proposed use by HHS does not conflict with the current provisions of the lease as the grounds are to be used "as a sports club for cricket & football and ancillary sports and social purposes". However, the lease specifically prohibits sub-letting and the tenant must not "make any alteration to the Demised Premises without prior written consent of the Landlord."
- 8.4 Part of the proposed location for the all-weather practice area is outside the current demise on part of the area known as the cricket scrub. This was surrendered by the AP Club in June 2009. By agreeing to a new lease any boundary issues would be tidied up.

## **9. Impact on the park**

- 9.1 The Board will be aware the park is protected by a number of designations as well as a maintenance agreement with the Heritage Lottery Fund. The impact of the proposals has been considered against these designations in the table overleaf.

Designation or issue	Impact
<p><b>Conservation Area (CA)</b> In 1979 the Palace &amp; Park was designated a conservation area. This is “an area of special architectural or historic interest, the character of which it is desirable to preserve or enhance”.</p> <p>The Council’s Core Strategy (submitted in March 2011) includes a policy that relates to views, namely: “The Council will seek to protect locally important views that contribute to the interest and character of the borough. These may include:</p> <ul style="list-style-type: none"> <li>• Views of and from large parks and open spaces, such as Alexandra Palace and Finsbury Park;</li> <li>• Views into and from Conservation Areas”</li> </ul>	<p>Planning permission will be required for the all-weather practice area and for the external access alterations proposed for the club house. Any trees on site with a diameter &gt;7.5cm are protected by this designation, and works require prior approval by the local authority. In relation to the fencing around the all-weather practice area, the Board will recall that the recent application for the extension to the deer enclosure fencing was approved. The all-weather practice area will be located against a bank of trees on two sides so it will not affect any open views across the old race course. Some opponents of the recent <i>Adizone</i> proposal suggested this very location as an alternative.</p> <p>The Board may also consider whether the BSF team should obtain planning permission prior to requesting approval for Phase 2.</p>
<p><b>Metropolitan Open Land (MOL)</b> The whole of the Park, including the Garden Centre and allotments, is designated as MOL. It is ultimately the planning authority who determines whether a proposal on MOL is inappropriate.</p> <p>However, the Board is reminded that criticism has been levelled previously where a proposal has been agreed “subject to planning permission.”</p>	<p>MOL is designated for its value for leisure, recreation, sport, art and cultural activities as well as nature conservation or habitat interest.</p> <p>The Board will need to consider the balance between the benefits for recreation (part of the Board’s Mission) and the impacts on the adjacent habitat.</p> <p>The Board may wish to add a requirement for the project to provide replacement planting, screening or other habitat improvement works.</p>
<p><b>Metropolitan Park</b> The park is designated as a “Metropolitan Park” by the Local Authority. This type of open space is typically 60 hectares or greater (Alexandra Park is 79 ha) Either i) natural heathland, downland, commons, woodland etc, or ii) formal parks providing for both active and passive recreation. May contain playing fields, but at least 40 hectares for other pursuits. Adequate car parking.</p>	<p>The proposals provide for further active recreation and the impact is similar to that on MOL, as above.</p>
<p><b>Nature Conservation</b> The Nature Conservation area at Alexandra Palace Park is designated as “An Ecologically Valuable Site of Borough Importance”.</p> <p>Haringey Borough’s Biodiversity Action Plan (BAP) recognises the importance of the site and recommends that it is declared a Local Nature Reserve.</p>	<p>The proposals could have an effect on the wildlife of the site. The BSF team have consulted with the borough’s nature conservation officer who has requested a general habitat surveys and specific monitoring of bat activity.</p> <p>Consultees have raised concerns over potential destruction of certain trees. As mentioned above, a requirement on the BSF project to provide replacement planting, screening or other habitat works could be recommended by the Board. The requirement could include planting which contributes to the targets in the BAP.</p>

<p><b>Historic Parks &amp; Gardens</b></p> <p>The park is listed as Grade II on the English Heritage “Register of Parks and Gardens of Special Historic Interest in England”</p> <p>Grade II sites are generally those with a main phase of development post-1840 which are of special interest and relatively intact, the degree of required special interest rising as the site becomes closer in time.</p> <p>The following advice is from the website of the Parks and Gardens Data Service, copyright 2007:</p> <p>Although being included on the <i>Register</i> does not in itself bring additional statutory controls over a park or garden, local authorities are required by central government to provide for the protection of the historic environment in their policies and their allocation of resources. Planners must take registration into consideration when making decisions. Where an application for development would affect a registered park or garden, local planning authorities must take into account the historic interest of the site when deciding whether or not to grant permission.</p> <p>The Garden History Society is consulted on all applications affecting registered sites, regardless of the grade of the site.</p> <p>Local authorities are also charged with protecting registered parks and gardens when preparing development plans for their area (Planning Policy Guidance Note 15, 1.6; 2.1).</p> <p>As a result, most Local Plans now contain policies to help safeguard the historic parks and gardens which lie within the area covered. These usually stress in particular those sites included in the national <i>Register</i>, while the best plans also cover parks and gardens of more local interest.</p>	<p>The proposals will not adversely affect the Heritage of the park.</p> <p>In fact, the park has lost a great many facilities and features over the years. The site identified for the all-weather practice area was formerly occupied by hard tennis courts and a tennis pavilion (one of four buildings on the ground at that time).</p>
<p><b>Heritage Lottery Fund</b></p> <p>Maintenance and management contract and Park Management Plan.</p> <p>Officers meet with the Senior Grants Officer when necessary to discuss the maintenance and proposed developments within the park.</p>	<p>There was no investment at the cricket ground as part of the HLF project and therefore the proposals do not conflict with the maintenance and management agreements. Notably, the proposal will not intrude on the view from the palace which the HLF were keen to see re-opened and maintained.</p>
<p><b>Safety and Access</b></p> <p>The Park Manager’s general comments on the effect of the proposal on safety and access issues.</p>	<p>Increased use of any park improves personal safety and reduces the perception of crime. It is well established that positive popular activities ‘crowd out crime’.</p> <p>Undoubtedly the increased use will also result in the increase of vehicular and foot traffic to the ground. However, the extra use proposed by the school will be programmed around the AP Club’s needs and will largely take place on weekdays during school term time. In other words, the facility will used at times when it is currently empty.</p>

## **10. Policy**

- 10.1 The proposed use fits with the Board's newly adopted mission and vision statements:

From the mission "...*place of public resort and recreation*..."

From the vision "...*sustainable asset for all including local community*..."

## **11. Consultation**

- 11.1 The BSF Team have presented details of the proposals to the Advisory Committee (AC) and Consultative Committee (CC) on two occasions. The first was a site visit which was attended by eight committee members, the second was the Joint Informal Meeting of the AC and CC on 5<sup>th</sup> April 2011.
- 11.2 The presentation at the meeting was to fulfil the duties under Paragraph 1, section 19 of the Alexandra Park and Palace Act to consult the Advisory Committee on
- (v) any proposals which require planning permission and
  - (vii) furtherance of recreation and leisure in the Alexandra Park and Palace.
- 11.3 The draft resolutions from the meeting are as follows, and their comments are also reported separately to this meeting:
- i. That the Committees generally supported Phase 1 of the proposals to improve facilities at the Alexandra Park cricket clubhouse and grounds as part of a project with Heartlands High School.
  - ii. That Phase 2 was a concern to the Committees and proper consultation with the local community and the Committees was recommended including extensive plans on the scale and size of the all-weather practice area and full details about the proposed floodlighting.
- 11.4 The following specific concerns were raised by the committees:
- the potential damage to the local habitats,
  - the floodlighting so close to a conservation area,
  - the potential loss of established trees,
  - replacement of grass with paving, the potential detrimental visual affect of the all-weather practice area.
- 11.5 The team have also consulted the borough's nature conservation officer and the Park Manager.
- 11.6 The Friends of Alexandra Park also made a written submission in relation to phase 1. They raised their concerns about possible damage to wildlife habitat associated with drainage work on the perimeter ditch. While recognising the need for work to ensure that the ditch has the required capacity, they point out that the bushes and small trees which line the ditch provide valuable habitat for plants, birds and insects. They would like assurance that disturbance along the ditch is kept to a minimum when the drainage work is carried out. They would find it wholly unacceptable for any of the bushes and trees to be removed, for example to allow access for large earth moving plant.

- 11.7 A representative of the Alexandra Park Ornithological Group also attended the site visit. The group submitted a representation letter which raised several concerns. The major concern was that the phase 2 works would result in destruction of parts of the 'cricket scrub', a bank of elm trees in particular, which are an important habitat to nesting and migratory birds.
- 11.8 In addition the group feel to the conservation gain of additional standing water would be worthless if the work results in habitat loss through the destruction of parts of the tree and bush cover alongside the ditch.

## **12. Recommendations**

- 12.1 That the Board considers the advice of the Alexandra Park and Palace Advisory Committee and decide whether to accept or reject that advice.
- 12.2 That the Board decide whether to grant permission for Phase 1 of the development, subject to planning permission and,
- 12.3 That the Board agree to the Alexandra Park Club sub-letting to Heartlands High School, by the mechanism of a surrender of the existing lease and grant of a new one.
- 12.4 That the Board delegates to the Interim General Manager, authority to agree final terms for the new Lease to Alexandra Park Club and that the agreement is subject to a satisfactory section 36 Charities Act report, which will be reported to the Board in due course.
- 12.5 That the London Borough of Haringey's Head of Legal Services be authorised by the Board as Trustees to seal the finalised Lease.
- 12.6 That the Board note that with regard to Phase 2, the Building Schools for the Future team will carry out further consultation with local residents and undertake appropriate wildlife and habitat surveys before requesting formal permission.

## **13. Legal Implications**

- 13.1 The Trust solicitor's advice has been taken into account in the preparation of the report.
- 13.2 The Head of Legal Services has been consulted in the preparation of this report, and in noting that the proposed use by Heartlands High School will not conflict with the overriding recreational use of the Palace and Park, has no comments on the proposals contained in this report, conditional upon any new lease terms being consistent with the permitted use to which the Palace and Park may be put.

**14. Financial Implications**

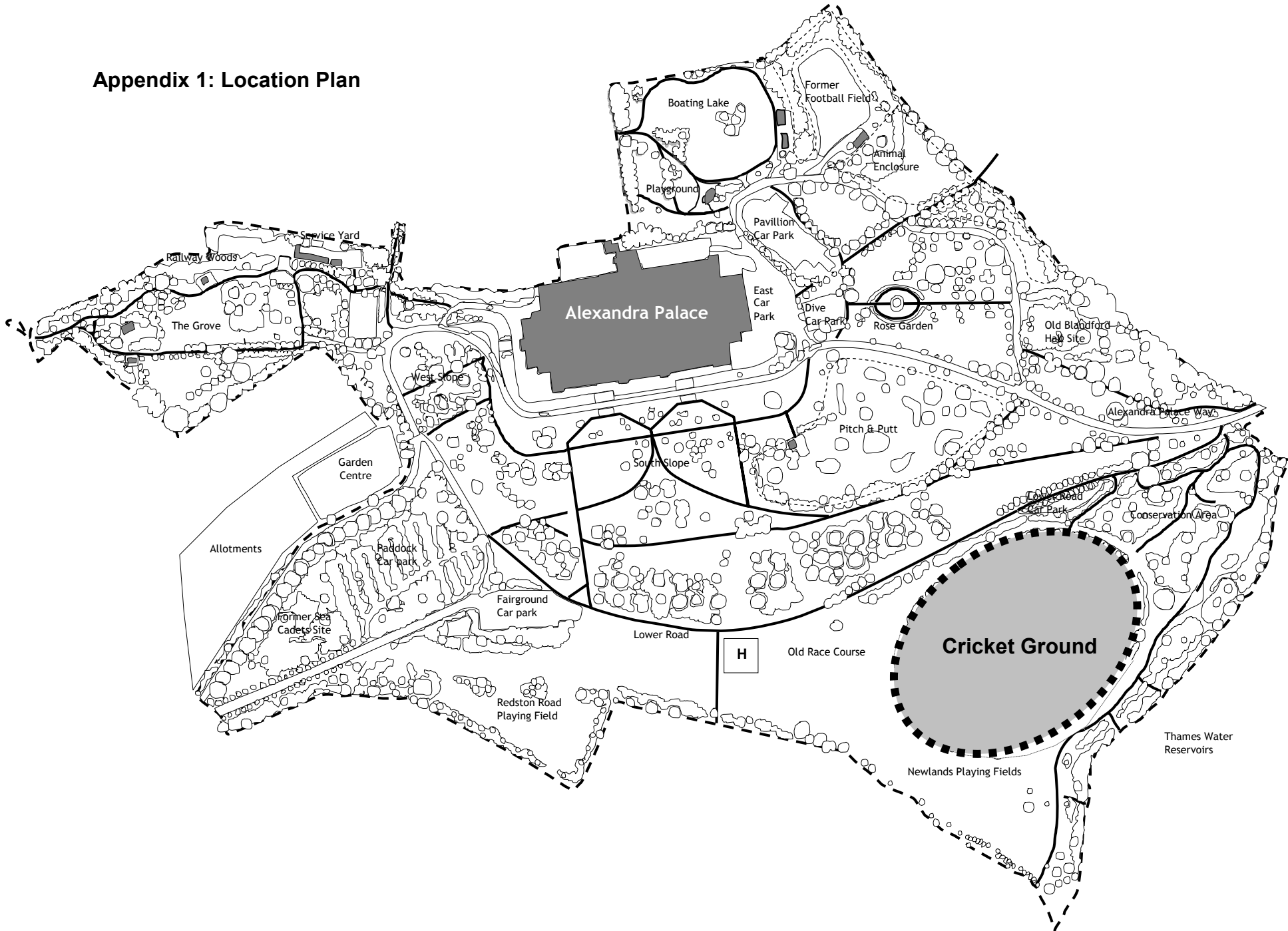
- 14.1 The London Borough of Haringey's Chief Financial Officer has no comments on the contents of this report.
  
- 14.2 The capital improvements are being made at no cost to the Trust beyond officer time. The BSF team has undertaken to pay the Trust's professional fees.
  
- 14.3 Alexandra Park Club will benefit economically from the proposals and they will also help develop the team spirit and sense of belonging for members. An active and healthy club will be able to continue contributing to the social and economic well-being of the park and palace.
  
- 14.4 The capital improvements are likely to result in an increased in rental value on review.

**15. Use of Appendices/Tables/Photographs**

Appendix 1: Location plan

Appendix 2: BSF project documents

# Appendix 1: Location Plan



This page is intentionally left blank



Building Schools for the Future at Haringey

The Heartlands High /  
Alexandra Park Club Playing Fields Project

Sam Davidson  
09.05.11



Building schools for the future



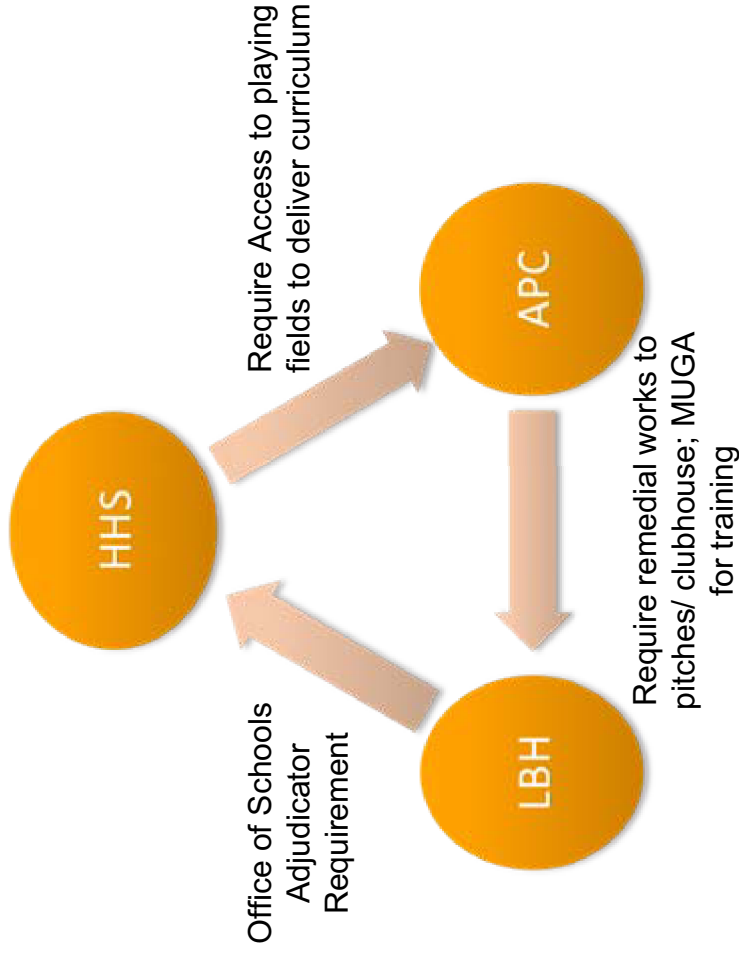
Haringey Council

## Executive Summary

- The purpose of this paper is to provide the Alexandra Park and Palace Charitable Trust, with an update on the Alexandra Park Club/Heartlands partnership.
- The paper will explain the overarching objectives of the project
- The funding position will be clarified, and the two phases will be explained, with detailed drawings.
- The clubs proposals will be explained
- The proposals for use by the school will be highlighted
- There will be an opportunity for any further questions/points to be raised.

## Background to project

- The Office of the Schools Adjudicator (OSA) decided on a competition for Heartlands High School, which led to it opening as a community school.
- Three conditions were placed on this decision:
  1. The scheme received the grant of planning permission.
  2. The School “acquired” playing fields
  3. The School secured any necessary access to the playing fields.
- Primary objective of project: **To provide Heartlands High School with access to playing fields**



# The Alexandra Park Club



**Contact Number**  
 Alexandra Palace Reception: 020 8365 2121

Byelaws apply  
 See notice boards for details.

## Funding Position

Funding Source	Amount
Strategic Sports Pitch Improvements Programme in (ACCS)	£300K - Secured
Heartlands High School Provisional Sums	£225K - Secured
Alexandra Park Club	£TBC
Football Foundation	£TBC pending outcome of review
<b>Project Budget</b>	<b>£525K Secured</b> NB There is potential for additional funds

## Two Phased Approach

### Phase I - Pitches/Clubhouse (Due to complete October 2011)

- Access to pitches/clubhouse meet the schools objectives for the project
- Drains will run into ditch, and balancing ponds will allow areas of standing water.
- Pitches will take around a year to “bed-in”.
- Minor internal reconfigurations to clubhouse, which will enable external access to toilets/changing facilities
- School would have access to drained pitches, and improved on-site facilities by September 2012

### Phase II – 3G (3<sup>rd</sup> Generation) Training Facility (Due to Complete May 2012)

- Enables on-site training for the club, and alternative provision for the school, should the pitches be waterlogged
- A significant amount of consultation will be required in order to ensure that all interested parties have had an opportunity to scrutinise the design
- The facility would be floodlit, however there would be minimal impact on surrounding conservation area and relevant surveys would be carried out prior to commissioning works



# Budget

<b>Phase 1</b>	
Pitch Drainage	£ 200,000
Clubhouse	£150,000
<b>Total</b>	<b>£350,000</b>

<b>Phase 2</b>	
3G MUGA (LBH)	£ 130,000
3G MUGA (Football Foundation)	£130,000
<b>Total</b>	<b>£260,000</b>



## How the club intend to enhance their use the facility

- The Alexandra Park Club is a local community led football and cricket sports club with a long and proud history of providing sporting opportunities. The APFC and APYFC are FA Chartered Standard accredited and the clubs deliver child protection, coaching, first aid and referee training courses.
- Once the improvement works have taken place, the club will be able to make use of the pitches throughout the wetter months, carry out training on-site and maintain the facility with much greater ease.

## What the club provides for school/community

- Fantastic facilities for school use, both during school hours and for non-curricular time
- The opportunity to form a unique partnership between a well established club, and a school, enabling pupils to not only make use of the facilities, but also gain access to the coaching and training courses provided.

## How the school intend to use the facility

- Heartlands High school will not reach full capacity until 2014, at which point it will have 5 cohorts, consisting of children aged 11-16
- Once the school is at full capacity it will use the pitches as follows:
  - Curriculum Usage**  
Field usage away from the pitches – 20 hours per week.
  - Extra curricular Usage**  
Winter terms - Football pitches – 5 pitches to be used once in a week. (5 hours)  
Summer term – Cricket pitch – 1 pitch for 3 days (9 hours a week)
- The school will also use the facility for athletics during the summer term

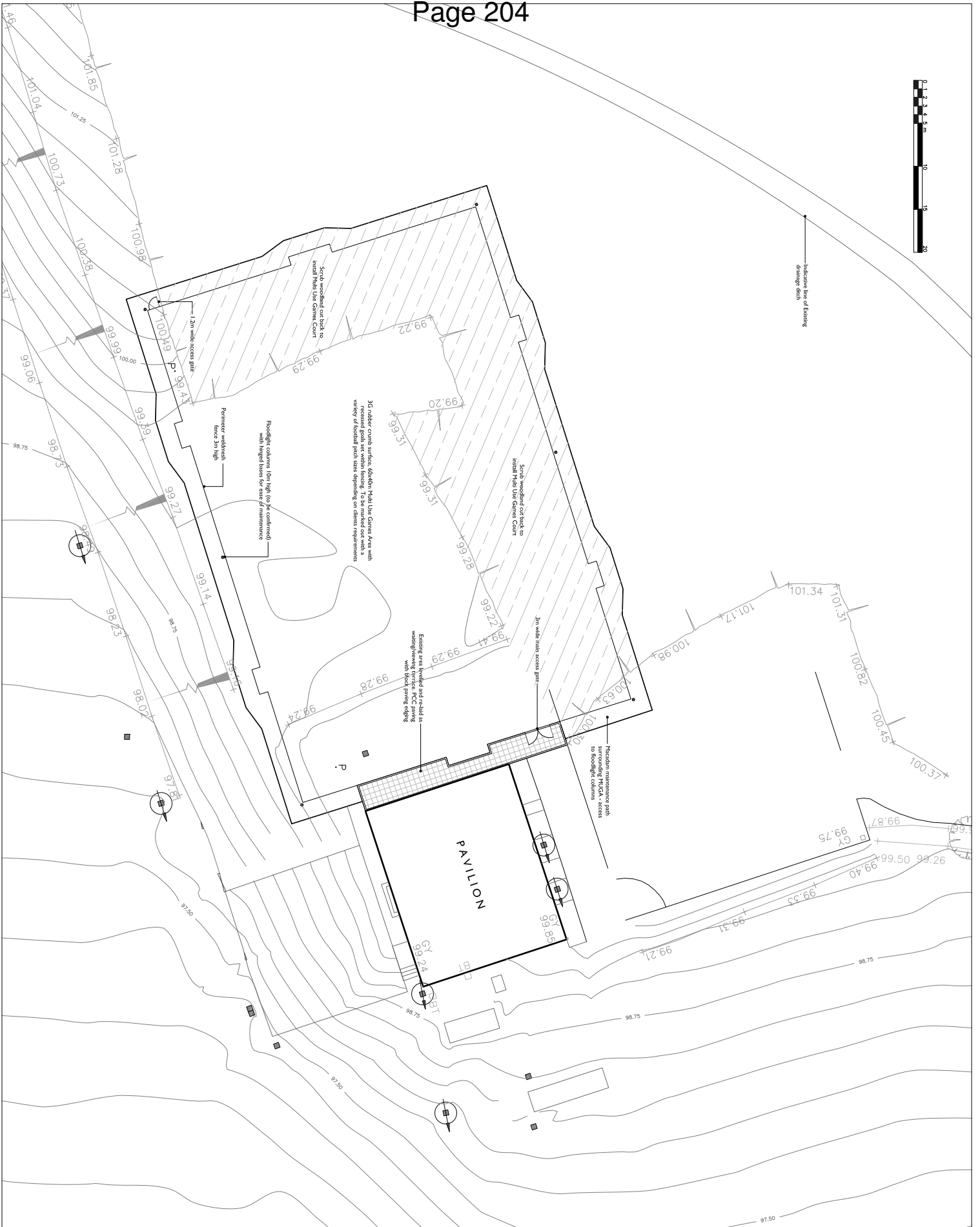
## What the school provides for club/community

- 4 cricket nets for training all-year round, which the club will have access to
- 5 a-side training facility which is available for use by both the club (youth teams), and members of the local community
- Sports hall with state-of-the-art facilities available for lets from September 2011.

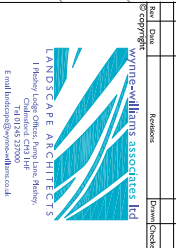
Any questions?







NOTES:  
 All dimensions must be checked on site and not scaled  
 All cross references are to the latest revision of the relevant drawing or specification being referenced.



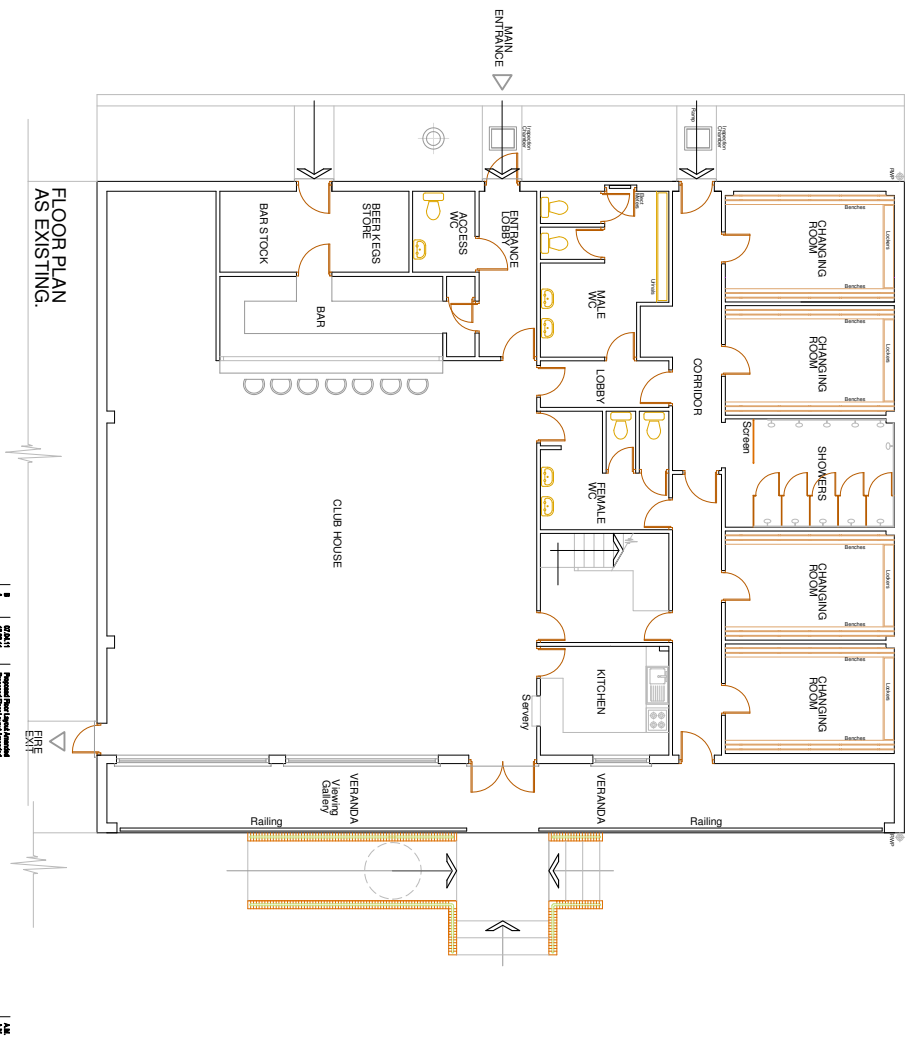
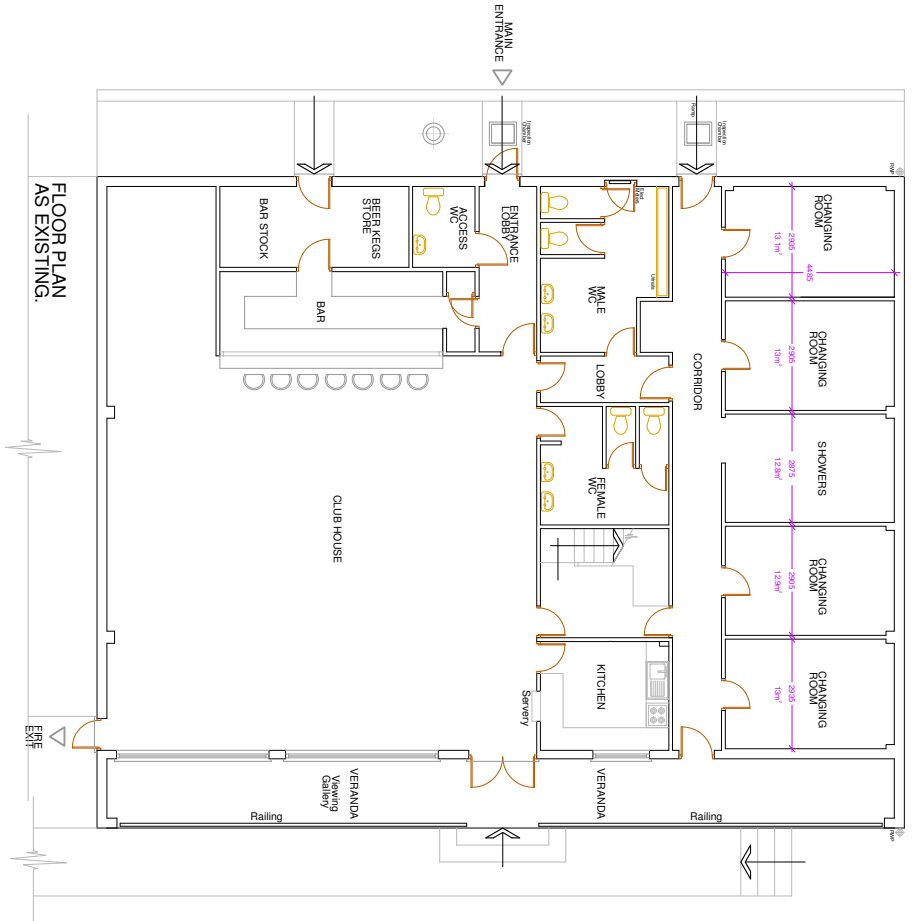
Client:  
**Haringey Council**  
 3009 TRF

Heartlands School Haringey

Project Title:  
**Proposed MUGA  
 Layout Plan  
 OPTION 1**

Issue	Revised	Revised	Revised	Revised	Revised
Scale	1:250 @ A1				

Date	30/09/11	Drawn	AH
Date	31/03/11	Checked	JL
Drawing Number	1031/SK/001		
Rev			



FLOOR PLAN AS EXISTING.

FLOOR PLAN AS EXISTING.

Do not scale from this Drawing.  
All dimensions to be checked on Site.

REV	DATE	DESCRIPTION	BY	CHK
1	02/11/11	Proposed Floor Level and Proposed		
2	08/11/11	Proposed Floor Level and Proposed		

<b>NPS London Ltd -</b>		<b>CLIENT: NPS GROUP CORPORATE SERVICES</b>	
3-4 Avocet House		DATE: APRIL 2011	
Dunlop Way		SCALE: 1:1000/A2	
London, E4 8TD		PROJECT NO: JRHAR088	
Tel: 020 8523 6262 Fax: 020 8523 6300		REV: B	
NPS PROPERTY CONSULTANTS LTD.		DRAWN: G.D.	
NPS ARCHITECTS LTD.		CHECKED: A.M.	
NPS INTERIORS LTD.			
NPS STOCKPILE LTD.			
WWW.NPS.CO.UK			



\* NPS - This drawing may not be reproduced in any form without prior written agreement.

This page is intentionally left blank

**UNRESTRICTED MINUTES OF THE ALEXANDRA PALACE AND PARK BOARD**  
**MONDAY, 28 MARCH 2011**

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

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

Observer: David Liebeck\*

\* Denotes present at meeting

Also present:

Mr A. Gill – Interim General Manager – Alexandra Palace  
 Mr I. Harris – Trust Solicitor  
 Ms H. Downie – Head of Finance – Alexandra Palace  
 Ms J. Parker – Director of Corporate Resources – LB Haringey  
 Mr C. Hart – Committee Manager (Clerk to the Board) LB Haringey

**MINUTE  
NO.**

**SUBJECT/DECISION**

<p><b>APB072.</b></p>	<p><b>APOLOGIES FOR ABSENCE</b></p> <p>Apologies for absence were received on behalf of Mike Tarpey, and Rebecca Kane.</p> <p>At this point in the proceedings the Chair advised that the order of business on the agenda would be varied in the exempt part of the meeting by considering agenda item 11 before item 10.</p> <p><b>NOTED</b></p>
<p><b>APB073.</b></p>	<p><b>URGENT BUSINESS</b></p> <p>The Clerk to the Board – Mr Hart advised that whilst there were no items of urgent business or reasons for lateness to be given, in respect of agenda item 6 – Governance Update – this item had been re-circulated on the afternoon of 18 March 2011 following the publication of the agenda earlier that day. There was no requirement to give reasons for lateness.</p> <p><b>NOTED</b></p>
<p><b>APB074.</b></p>	<p><b>DECLARATIONS OF INTERESTS</b></p> <p>Councillors Egan, Hare, Scott, and Strickland declared a personal and prejudicial interest in exempt agenda item 11 as Directors of Alexandra Palace Trading Limited and advised that they would leave the proceedings prior to the consideration of the item.</p>

**MINUTES OF THE ALEXANDRA PALACE AND PARK BOARD  
MONDAY, 28 MARCH 2011**

	<p>Ms Parker also declared a personal and prejudicial interest in exempt agenda item 11 as a Director of Alexandra Palace Trading Limited and advised that she would leave the proceedings prior to the consideration of the item.</p> <p><b>NOTED</b></p>
<p><b>APBO75.</b></p>	<p><b>QUESTIONS, DEPUTATIONS OR PETITIONS : TO CONSIDER ANY QUESTIONS, DEPUTATIONS OR PETITIONS RECEIVED IN ACCORDANCE WITH PART 4, SECTION B29 OF THE COUNCIL'S CONSTITUTION</b></p> <p>Nil.</p>
<p><b>APBO76.</b></p>	<p><b>FINANCE REPORT</b></p> <p>The Chair asked for a brief introduction of the report.</p> <p>The Head of Finance – Alexandra Palace – Ms Downie informed the Board that the circulated report detailed the results for the ten month period to 31<sup>st</sup> January 2011 together with the forecast outturn for the 2010/11 financial year, and seeking an in principle approval of the revenue budget for the 2011/12 financial year.</p> <p>Ms Downie reported the results for the ten month period ended 31<sup>st</sup> January 2011 as detailed in Appendix 1 of the report, detailing unrestricted income of £14.7k below budget and unrestricted expenditure £221k below budget, resulting in a net underspend of £206k against budget. It was predicted that there would be a £93k underspend against the original budget, which was broadly consistent with the forecast presented at the meeting of 15<sup>th</sup> February 2011.</p> <p>Ms Downie also advised that the LB Haringey had informed the Trust of its approval of a budget allocation of £2,102,200 to the Trust in revenue funding for the 2011/12 financial year, but with an indicated desire for significant savings to be made against this budget. Ms Downie referred to the revenue budget for 2011/12, based on the £2,102,200 allocation, shown at Appendix 3 of the report and Ms Downie briefly outlined the key assumptions used. The Board was therefore asked to approve this budget in principle and agree to the establishment of a working group to identify where savings could be made across the Trust and Trading company. Ms Downie advised that in terms of the budget situation a number of points were covered in the exempt agenda item 11.</p> <p>With regard to the gift aid payment from Alexandra Palace Trading Limited (APTL) Ms Downie commented that the Trust budget assumed a gift aid payment from the trading company of £562k. The APTL Board had set a more challenging target though given the difficult trading environment and volatility of energy prices, the Trust budget assumed a certain level of contingency against this target. Further issues were covered in the exempt agenda.</p> <p>Ms Downie then briefly advised of the LB Haringey's further £500K in capital funding, with the priorities for capital expenditure being agreed in line with the independent infrastructure assessment currently being carried out and following further consultation with APTL. Ms Downie commented that a detailed capital budget would be presented to the Board at its meeting of 9<sup>th</sup> May 2011.</p>

**MINUTES OF THE ALEXANDRA PALACE AND PARK BOARD  
MONDAY, 28 MARCH 2011**

The Chair thanked Ms Downie for her introduction and asked if there were any questions from Members.

Councillor Hare sought clarification as regards unforeseen staffing changes and the cost of the appointment and salary of the new Chief Executive of the palace.

(Mr Liebeck arrived at 19.40hrs.)

In response to further comments of Councillor Hare and Stewart regarding the costs of the Fireworks, Ms Downie advised that the cost of the Fireworks was in the region of £140K with an income of approx £50K. In response to further clarification Mr Gill advised that the budget assumed there would be no Firework display in November 2011.

(Councillor Williams arrived at 19.40hrs.)

The Chair then summarised and in moving the recommendation before the Board commented in particular on recommendation 2.4 in relation to the establishment of a working group to identify savings across the Trust and Trading company comprising of the Head of Finance, the Interim General Manager, and the managing Director APTL, and himself, with co-opted members as deemed appropriate by the Chair.

In response to points of clarification from Councillor Hare as to the locus of the working group and the need to explore possible external sources of funding, other possible regenerating ventures such as the former BBC studios etc the Chair advised that the working group could look at all possible areas of other funding, but emphasised that the working group did not have any executive powers and was not a decision making body. The Interim General Manager – Alexandra Palace – Mr Gill referred the Board to para 8.2 of the report which set out the proposed remit of the working group which would be to identify where savings could be achieved across the Trust and Trading Company and opportunities for generating additional income.. The Working Group would report back to Board outlining the proposed savings and opportunities for generating additional income. The working group would also be complimentary to the continuing work of the regeneration working group.

Following clarification by Mr Gill of the membership of the working group Councillor Williams felt that there should be two Board members sitting on the working group and suggested that the membership be varied to include Councillor Hare or Councillor Scott as substitute.

The Chair responded that he welcomed the varying of the membership of the working group, and that the ambit of the working group would also cover the identification of opportunities to generate income as well as reduce expenditure.

The Chair then MOVED and it was:

**RESOLVED**

- i. That the results for the ten month period to 31<sup>st</sup> January 2011 and the forecast outturn for the 2010/11 financial year be noted;

**MINUTES OF THE ALEXANDRA PALACE AND PARK BOARD  
MONDAY, 28 MARCH 2011**

	<ul style="list-style-type: none"> <li>ii. that the action being taken by the Trust to minimise the call on the Council's resources for 2010/11 be noted;</li> <li>iii. that approval be given to the Trust's revenue budget for 2011/12 as set out in Appendix 3 subject to (iv) below;</li> <li>iv. that approval be given to setting up of a working group (with no executive powers) to identify savings across the Trust and Trading company and that the ambit of the working group also cover the identification of opportunities to generate income as well as reduced expenditure, with the membership comprising of the Chair of the Board – Cllr Egan, Cllr Hare (or Councillor Scott as substitute), the Interim General manager Alexandra Palace, the Managing Director Alexandra Palace Trading Limited, and the Head of Finance Alexandra Palace; and</li> <li>v. that it be noted that there would be no fireworks display in 2011.</li> </ul>
<p><b>APB077. GOVERNANCE UPDATE</b></p>	<p>The Chair asked for an introduction of the report.</p> <p>The Interim General Manager – Mr Gill advised that the report before the Board detailed progress in implementing a number of its previous resolutions on Governance and Future Vision. In terms of the recruitment of the Chief Executive, the Director of Corporate Resources – Ms Parker – would give a brief update of progress.</p> <p>In terms of the recruitment of Independent Advisors to the Board Mr Gill advised that the LB Haringey's Full Council would be asked on 4 April 2011 to grant the necessary delegated authorities to the Board to enable the recruitment, selection and appointment of the proposed independent advisors. The report from the Board meeting of the previous September had been delayed due to further work in relation to governance issues, as well as discussion and agreement through the political groups of the Council, which did not occur until early January 2011 before the matter could then be concluded for agreement by Full Council. The resolutions taken by the Board required ratification by the Council in order to proceed with the independent member recruitment. Mr Gill thanked the Clerk to the Board – Mr Hart for his contribution in preparing the report to Full Council.</p> <p>Mr Gill went on to comment that the progress of the master plan, and that the work of the Alexandra Palace and Park Regeneration Working Group (APPRWG) was ongoing with the Options Analysis and Feasibility Study having reached Stage 3 Consultation both internally and externally and would next be moving into Stage 4 Analysis and Viability. There had been both Trustee and stakeholder</p>

**MINUTES OF THE ALEXANDRA PALACE AND PARK BOARD  
MONDAY, 28 MARCH 2011**

briefing sessions, following the appointment of Locum Consulting and the APPRWG met on 1 March 2011 and received a presentation from Locum which covered their progress to date and sought approval for the next steps of the project, including the arrangement of a trustee Briefing Session on 1 March and two Stakeholder Meetings on 10 and 12 March.

With regard to the possibility of having a single Alexandra Park and Palace Statutory Advisory Committee, and Alexandra Palace and Park Consultative Committee Mr Gill advised that the Charity Commission had been written to regarding this issue and its response was awaited.

The Trust Solicitor – Mr Harris advised that in terms of the written letter to the Charity Commission it was hoped that there would be a response prior to the next scheduled Board meeting on 9 May 2011. Mr Gill added that there were two joint informal meetings of the Alexandra Park and Palace Statutory Advisory Committee, and Alexandra Palace and Park Consultative Committee the first scheduled for 5 April 2011.

With regard to the progressing of work on the recruitment of a Chief Executive officer Mr Gill advised the Executive Search and Recruitment Consultants – Odgers Berndtson had been engaged to assist in the process, and the necessary changes to the Council's constitution in respect of Employment Procedure Rules would be considered at the meeting of Full Council on 4 April 2011. The Director of Corporate Resources – Ms Parker commented that in terms of the recruitment process there were currently revisions being made to the timetable and that the Board would be kept updated of progress and relevant dates.

The Chair thanked officers for their brief introduction and in asking if there were any points of clarification, sought confirmation in relation to the person now chairing the Regeneration Working Group given that the previous person – Mr Niall Bolger had left the Council's employment to take up the position of Chief Executive at LB Sutton. Mr Gill responded that Anne Lippitt had taken over from Mr Bolger as Interim Director of Place and Sustainability and would therefore Chair the APPRWG.

Mr Liebeck referred to the Stakeholder meeting on 12 March 2011 which he had attended and commented that in terms of the attendance and general view of the presentation he did not feel that the consultants clearly understood the local view and feeling with regard to the iconic and historic importance of the Palace, and that the concerns and views expressed by those attending may not be fully grasped. Mr Liebeck felt that the concept of a 'People's Palace' was not quite appreciated or understood. Mr Liebeck expressed his concern that whilst he appreciated that a number of stakeholders had been in attendance and had expressed views he did feel that there needed to be a wider consultation in the local area in order to obtain a wide range of views/comments.

The Chair, in response advised that the Consultants had been advised of the need for clear and informed consultation and would be sharing all views expressed at the stakeholder forums. The Chair also commented that it may well be an interpretation of how well the consultants had addressed the events, and that it was not a question that one idea would be 'nailed down but rather a

**MINUTES OF THE ALEXANDRA PALACE AND PARK BOARD  
MONDAY, 28 MARCH 2011**

strategic concept of the possible usage of the Palace. The Chair cited the Emirates Stadium which had, whilst having the overall concept of football, was also used for other events etc.

Councillor Stewart commented that the key purpose of the recent stakeholder events was to identify a whole series of options in order to then be able to try to come up with a solution that aimed to try to meet the expectations of all concerned. It was a fact that there also needed to be a solution that allowed for commercial sustainability.

Mr Gill commented that LOCUM had undertaken high level market soundings but they would not be talking at all with any potential developers or existing operators until such times as there was a clear concept with which to work. The whole issue of consultation and then a review of this was to have an idea of what might be possible, and that the level of consultation had been extremely high.

Mr Liebeck commented in response that in his view, given that there would be a report to the Board on 9 May 2011 on the results of the stakeholder and internal consultation, he did feel that that there needed to be a wider level of consultation, and perhaps even a public meeting type event in order for the wider public to be consulted.

Councillor Hare commented that he agreed with the comments in respect of needing a solution that would best fit the future of the Palace, and attempting to meet the requirements of the local community. In respect of the process going forward to appoint independent experts he did feel that the process should not be just influenced by just what the Board's view was, but also by the local community as a whole, given the history of the palace and its iconic status. He felt that it was a question of what really would work at the palace and what would be of public benefit. The Chair responded that the issues raised by Councillor Hare had been addressed in LOCUM's presentation to the Stakeholders and Board members alike.

Councillor Stewart commented that it was a fact that only 50% of the footprint of the place was currently used and that there needed to be a realistic view taken of whether the palace as a whole could be utilised.

Mr Gill reminded the meeting that contrary to the perceived view that the LOCUM consultation was starting from nil, this was indeed not the case, as there had been considerable work from the previous 18 months of Stakeholder consultation in conjunction with Board members – and public engagement. In the sense of what could be asked in consultation this had had to be clear based on a series of options already discussed and commented on by the previous 18 months member and stakeholder forums. The whole process embarked upon had been a pre-cursor to the master planning process and the result was a mix of what may or may not happen.

The Chair thanked officers and members for their contributions. The Clerk to the Board – Mr Hart, referred to para 6.4.6 which stated that the decision of Council could be acted on after the statutory call-in period following the 4 April Full Council meeting, and advised the meeting that decisions of Full Council were not subject to a statutory call-in period.

**MINUTES OF THE ALEXANDRA PALACE AND PARK BOARD  
MONDAY, 28 MARCH 2011**

	<p>The Chair thanked Mr Hart for advising of this. There being no further comments the Chair summarised and it was:</p> <p><b>RESOLVED</b></p> <ul style="list-style-type: none"> <li>i. That the progress to date in implementing a number of Alexandra Palace and park Board's previous resolutions on Governance and Future Vision be noted; and</li> <li>ii. that in respect of the on-going governance issues/matters further reports would be presented to future Alexandra Palace and Park Boards.</li> </ul>
<p><b>APB078.</b></p>	<p><b>CAPITAL PROJECTS UPDATE</b></p> <p>The Chair asked for an introduction of the circulated report.</p> <p>In a comprehensive introduction the Interim General Manager – Mr Gill advised that the report provided a progress report on the capital project works that had been undertaken during 2010/11.</p> <p>With regard to the Ice Rink Replacement Mr Gill reminded the Board that the Ice Rink project completed on 10 January 2011, 4 weeks later than had been scheduled. The forecasted cost for the project was within the approved cost plan and discussions were continuing between the Team and the Principal Contractor to finalise the account. As detailed in the report, discussions were in progress on a range of issues with the contractor. Following the formal opening of the facility on 21 January 2011, the Ice Rink operationally performed well and had attracted good public support.</p> <p>In terms of the dilapidations works Mr Gill reported that the spend from the Council Capital grant for 2010/11 of £500,000 was currently forecast at £450,000, with the £50,000 balance requested to be carried over into 2011/12 to mitigate any outstanding claims. Concerning internal dilapidations the Palm Court meeting rooms had been refurbished with improved lighting, false ceiling, re-decoration and new flooring, and work was in progress to the Palm Court West Entrance with the stone steps being refurbished and/or replaced together with the repainting of the entrance, with a scheduled completion by the end of March 2011.</p> <p>Concerning the external building dilapidations Mr Gill advised that work had commenced on the previously reported high priority works using abseiling techniques and high lift work platforms to remove loose render, brickwork and removing the plant growth, and an anticipated completion of work by the end of March 2011. In respect of the structural steelwork survey of basement level Mr Gill commented that the completed detailed survey of the basement steelwork had identified several areas requiring attention, but with few serious structural failures. The structural engineer had commented that should conditions leading to the deterioration in condition of building fabric not be addressed urgently, then the number of structural failures and the extent of deterioration would increase quite</p>

**MINUTES OF THE ALEXANDRA PALACE AND PARK BOARD  
MONDAY, 28 MARCH 2011**

significantly. Mr Gill went on to advise that work had now commenced on the implementation of the report's recommendations being the steel supports to fractured trusses, and water ingress causing corrosion.

With regard to the Fire Alarm Upgrade/Replacement Mr Gill advised that the design and specification for the new fire detection and evacuation system was now completed. There had been invitations to tender sent to five recognised fire alarm contractors on 11<sup>th</sup> March 2011 and the tenders were due back in four weeks, with a report being submitted to Board meeting on 9 May 2011 regarding the contract award.

In regard to the theatre work Mr Gill briefly outlined the dry rot treatment, that had made safe some areas of structural decay and the removal of old debris/ pigeon guano from areas was now complete, though the area remained a restricted access area owing to the poor condition of the internal fabric. Mr Gill reported welcomed news that following discussions with English Heritage the sum of £20,958k had been released to Alexandra Palace for works that had been carried out in previous years on the under-stage areas.

Mr Gill then advised of the upgrade of the Data/Comms Infrastructure and the completed full IT system review which endorsed the need to improve the system bandwidth, which was very slow and imposed severe restrictions on Alexandra Palace Trading Limited. The review also endorsed the urgent need to replace the telephone system owing to the system's age and obsolescence and the Trust were currently working with the Councils Data/Comms team in upgrading the bandwidth to 10 Meg Bits/sec and reviewing the most economic way of upgrading the telephones.

Mr Gill referred also to the signage improvement work now in progress by APTL on Phase 1 across the site and further updates would be given as appropriate.

As earlier reported Mr Gill referred to the approved £500,000 capital grant for 2011/12 from the Council to the Trust during the 2011/12 financial year. As part of the bid process a paper detailing a 10 year programme of "steady state" investment needed to keep the site operational and to avoid site closure had been submitted and at the instigation of the Chair of the Board, an independent review and report on APPCT's assessment of the condition of the Palace fabric, structure and vital building services had been commissioned. The report was expected in the next week or so and its findings may influence the priorities of the proposed capital expenditure programme for 2011/12 which will be submitted to the Board for approval at its meeting on 9 May 2011.

The Chair thanked Mr Gill for his detailed update and asked if there were any points of clarification.

Councillor Peacock referred to the signage improvements and advised that the sign at the corner to the slip road to the Palm Court entrance appeared to be propped up by the tree behind it and asked that this be looked at. Councillor Peacock added that the park itself was looking magnificent currently in the early spring bloom and congratulated officers on the appearance.

Councillor Williams, with reference to the Data/Comms infrastructure, and the

**MINUTES OF THE ALEXANDRA PALACE AND PARK BOARD  
MONDAY, 28 MARCH 2011**

liaison with the Council in terms of IT, questioned whether this was value for money given the costly IT service, and the previous IT difficulties that were well known.

In response to the point raised Mr Gill thanked Councillor Peacock for the compliments regarding the Park which would be passed on to the park manager-Mr Evison, together with her concerns about the signage on the slip road to the Palm court entrance. Concerning the IT issues raised by Councillor Williams Mr Gill reported that there had been no working contract entered into with LB Haringey's IT Services but that the IT service was assisting with the issue of framework services development and broadband connection. Also given the large contracts IT services had with external providers it may be possible for the Trust to negotiate a good rate with one of the providers – however the system used by the Trust would be wholly separate and independent and not linked to Haringey's main frame etc. The main frame being looked at for the Trust and APTL would hopefully include an integrated telephone system with a higher and better specification.

In response to points of clarification from Councillors Hare and Scott Mr Gill advised that both the Trust and APTL had one IT system now and that the new system would cover both areas. It was hoped that there would a WI-FI connection in the majority of public areas and small scale trials would be carried out for WI-FI in the palm Court area.

(Mr Willmott arrived at 20.25hrs).

Councillor Hare referred to Mr Gill's reference to pigeon guano and thought that the Allotments at the palace may welcome the use of it.

The Chair then summarised and it was:

**RESOLVED**

- i. That the progress report on the Capital projects as detailed be noted;
- ii. that the proposed 2011/12 capital expenditure programme for Alexandra Palace be submitted for approval at meeting of the Alexandra Palace and Park Board on 9<sup>th</sup> May 2011; and
- iii. that the Interim General Manager Alexandra Palace be delegated authority , as Project Sponsor, to conclude the negotiation and settlement of the final account payable to the contractor in the matter of the Alexandra Palace Ice Rink Refurbishment Project, including the sum of any compensation or liquidated damages payable to the Alexandra Palace Trust.

**APBO79. MINUTES**

The Clerk to the Board – Mr Hart advised of an amendment to the unrestricted minutes of the meeting of the Alexandra Palace and Park Board of 15 February

**MINUTES OF THE ALEXANDRA PALACE AND PARK BOARD  
MONDAY, 28 MARCH 2011**

	<p>2011 in respect of minute APB060 – Resolution V as follows:-</p> <p>At line 5 -6 the following words be deleted ‘invited non-voting observers consisting of one Advisory/Statutory Advisory Board Trustee’ and replaced with:</p> <p><b>‘with an invited non-voting observer consisting of either one Alexandra Palace and Park Consultative Committee Member, or one Statutory Advisory Committee Member’</b></p> <p>The Chair then summarised and it was:</p> <p><b>RESOLVED</b></p> <p>That the unrestricted minutes of the meeting of the Alexandra Palace and Park Board of 15 February 2011 be agreed and signed as an accurate record of the proceedings subject to the following amendment;</p> <p>Minute APB060 – Resolution V – at line 5 -6 – the following words be deleted ‘invited non-voting observers consisting of one Advisory/Statutory Advisory Board Trustee’ and replaced with:</p> <p>‘with an invited non-voting observer consisting of either one Alexandra Palace and Park Consultative Committee Member, or one Statutory Advisory Committee Member’</p>
<p><b>APBO80.</b></p>	<p><b>EXCLUSION OF THE PUBLIC AND PRESS</b></p> <p><b>RESOLVED</b></p> <p>That the press and public be excluded from the meeting in respect of Items 10-11 as they contain exempt information as defined in Section 100a of the Local Government Act 1972; Para 3 – information relating to the business or financial affairs of any particular person (including the authority holding that information).</p> <p>At this point in the proceedings (20.25hrs) the Chair MOVED an adjournment of 5 minutes which was agreed nemine contradicente.</p> <p>The meeting reconvened at 20.30hrs.</p> <p>The Chair advised of a variation of the agenda order to next consider Agenda item 11.</p> <p>The Chair also welcomed Councillor Solomon to the meeting and advised that Councillor Solomon would be remaining for the duration of the proceedings.</p> <p><b>SUMMARY OF EXEMPT/CONFIDENTIAL PROCEEDINGS</b></p>
<p><b>APBO81.</b></p>	<p><b>GROUNDS MAINTENANCE CONTRACT</b></p> <p><b>Agreed recommendations as varied during discussion.</b></p>

**MINUTES OF THE ALEXANDRA PALACE AND PARK BOARD  
MONDAY, 28 MARCH 2011**

<b>APBO82.</b>	<b>FINANCE REPORT</b>  At this point Councillors Egan, Hare, Scott and Strickland, having declared a personal and prejudicial interest in the item earlier in the meeting, withdrew from the proceedings, as well as Ms Parker – Director of Corporate Resources – LB Haringey.  The Clerk to the Board – Mr Hart – sought nominations for the position of Chair for the remainder of the proceedings.  Councillor Peacock nominated Councillor Stewart. There being no other nominees Councillor Stewart took the Chair nemine contradicente.  <b>COUNCILLOR STEWART IN THE CHAIR</b>  <b>Agreed recommendations as varied during discussion.</b>
----------------	--

The meeting ended at 21.05hrs

COUNCILLOR PAT EGAN

Chair

This page is intentionally left blank

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

**ADVICE AND RECOMMENDATIONS OF THE ADVISORY COMMITTEE FROM ITS MEETING ON  
5<sup>th</sup> APRIL 2011  
PRESENTED TO THE ALEXANDRA PALACE AND PARK BOARD MEETING ON 9<sup>th</sup> MAY 2011  
COMPLETED WITH THE BOARD'S ACCEPTANCE/REJECTION AND REASONS WHY AS APPROPRIATE**

	Advice and Recommendations	Accepted or Rejected and Reasons Why
1	<p><b><u>SAC Agenda item 4. ii. Cricket Clubhouse and Grounds Proposals</u></b></p> <p>RECEIVED as laid out in the report (Attachment B).</p> <p>NOTED</p> <ul style="list-style-type: none"> <li>• The Committee was generally in favour of Phase 1 of the proposals but was concerned about the impact of Phase 2 and recommended that proper consultation takes place outside of the summer holiday period, including full details about the scale and size of the MUGA, floodlighting and the affect on the surrounding natural habitats and locality.</li> <li>• The floodlighting would be a particular concern to the local community.</li> <li>• More information on the proposals should be brought back to the Committee before the Board be asked to consider Phase 2.</li> <li>• In response to concerns that the proposals could affect the Heritage lottery Funding received by the Park, its Metropolitan Open Land status and Historic Park status it was noted that there were previously buildings on the site and Heritage Lottery funding was based largely on the Park Management Plan.</li> </ul> <p><b>RESOLVED</b> that, in light of the comments above more information on Phase 2 should provided at a future meeting of the Committee, particularly in relation to floodlighting, and the impact of the proposals on the natural habitat in the Park and the view of the Palace.</p>	

ALEXANDRA PARK & PALACE ADVISORY COMMITTEE RESOLUTIONS

<p>2</p>	<p><b><u>SAC agenda item 4. iv. Alexandra Palace Signage Strategy</u></b></p> <p>RECEIVED as laid out in the report (Attachment C).</p> <p>NOTED</p> <ul style="list-style-type: none"> <li>• The comments of Committee Members that the size of the signage would impinge on the views from the Palace and that new signs should be limited to the Parks entrances and roads rather than in and around the Park.</li> <li>• In response to comments that signage should avoid being placed on the grass in the Park or on lamp-posts, officers reported that of the current 25 lamp-posts only 15 lamp-posts will remain in the Park and hence there would be the removal of some unnecessary signage.</li> <li>• Advertising on the larger sign boards would be limited to events happening at the Palace and in the Park and that all signs will be uniform in appearance with the AP branding at the top.</li> <li>• The Committee supported the strategy for and the re-branding of the pub but expressed concerns about the name “Bar and Kitchen” , and suggested a name which connected with the Palace.</li> </ul> <p><b>RESOLVED</b></p> <ul style="list-style-type: none"> <li>i. That the need for new signage in and around the Palace was recognised and that the Board should be asked to note the comments above.</li> <li>ii. That action to promote the bar was required but the proposed name of “Bar and Kitchen” be reconsidered.</li> </ul>
<p>3</p>	<p><b><u>SAC agenda item 4.vii. Alexandra Palace and Park Vision</u></b></p> <p>RECEIVED the vision and mission statement as set out below:</p> <p><b>Mission: “To uphold, maintain and repair the Palace and to maintain the Park and Palace as a place of public resort and recreation and for other public purposes.”</b> (Alexandra Park and Palace Act 1985)</p> <p><b>Vision: “To regenerate Alexandra Palace and Park, in the pioneering spirit of our founders, creating a proud, iconic London destination with global appeal - a successful, valuable and sustainable asset for all, including the local community and stakeholders.”</b></p>

ALEXANDRA PARK & PALACE ADVISORY COMMITTEE RESOLUTIONS

	<p><b>NOTED</b></p> <ul style="list-style-type: none"><li>• Committee members suggested that the mission statement could be more specific and should include the word “heritage”. Officers explained that the strategic plan would include specific details about the various areas of the Palace.</li><li>• A Committee Member commented that the statements should not be changed but that the business and strategic plans should focus on and include the specific details.</li></ul> <p><b>RESOLVED</b> to note the vision and mission statements but the Board be asked to note the comments above.</p>	

This page is intentionally left blank

**APPENDIX B****MINUTES OF THE INFORMAL JOINT MEETING OF THE ALEXANDRA PARK & PALACE STATUTORY ADVISORY COMMITTEE AND THE ALEXANDRA PALACE AND PARK CONSULTATIVE COMMITTEE****TUESDAY, 5 APRIL 2011***\* denotes absence***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 Christophides
Fortis Green Ward	:	Councillor Erskine
Hornsey Ward	:	Councillor Whyte
Muswell Hill Ward	:	Councillor Jenks
Noel Park Ward	:	Councillor Gibson
*Council-wide Member	:	Councillor Demirci
Council-wide Member	:	Councillor Watson

**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 Egan  
 Councillor Hare  
 \*Councillor Peacock

**MINUTES OF THE INFORMAL JOINT MEETING OF THE ALEXANDRA PARK & PALACE  
STATUTORY ADVISORY COMMITTEE AND THE ALEXANDRA PALACE AND PARK  
CONSULTATIVE COMMITTEE  
TUESDAY, 5 APRIL 2011**

\*Councillor Scott  
\*Councillor Stewart  
Councillor Strickland  
\*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)  
Charlotte Johnson – Marketing Manager, APTL  
Sam Davidson – LB Haringey Transformation Project Manager (Building Schools for the Future (BSF))  
Jon McGrath – LB Haringey Capital Delivery Programme Manager  
Simon Garrill – Head Teacher, Heartlands School  
Natalie Cole – Clerk to the Committee (LB Haringey)

**MINUTE  
NO.**

**SUBJECT/DECISION**

<b>MINUTE NO.</b>	<b>SUBJECT/DECISION</b>
<b>APSC01.</b>	<b>ELECTION OF CHAIR</b>  <b>RESOLVED</b> that Denis Heathcote be appointed Chair of the Informal Joint Meetings of the Alexandra Park and Palace Statutory Advisory Committee and the Alexandra Palace and Park Consultative Committee.
<b>APSC02.</b>	<b>APOLOGIES FOR ABSENCE</b>  Apologies for absence were received from Councillors Sheila Peacock, Nigel Scott and James Stewart and, Colin Campbell-Preston (Alexandra Palace Garden Centre), Denise Feeney (Muswell Hill and Fortis Green Association), Nigel Willmott (Friends of the Alexandra Palace Theatre).  An apology for lateness was received from Councillor Pauline Gibson.
<b>APSC03.</b>	<b>DECLARATIONS OF INTEREST</b>  Councillor Jim Jenks declared a general personal interest as he was a member of the Warners Estate Residents' Association (WERA).  Councillor David Beacham declared a prejudicial interest in item 5 (Cricket Clubhouse and Grounds) and item 6 (Network Rail Proposals) as he was a member of the Planning Committee and did not take part in the consideration of items 5 & 6.  Councillor Joanna Christophides declared a prejudicial interest in item 5 (Cricket Clubhouse and Grounds) and item 6 (Network Rail Proposals) as she was a member of the Planning Committee and did not take part in the consideration of items 5 & 6.

**MINUTES OF THE INFORMAL JOINT MEETING OF THE ALEXANDRA PARK & PALACE  
STATUTORY ADVISORY COMMITTEE AND THE ALEXANDRA PALACE AND PARK  
CONSULTATIVE COMMITTEE  
TUESDAY, 5 APRIL 2011**

<b>APSC04.</b>	<p><b>MINUTES AND MATTERS ARISING</b></p> <p>i. The draft minutes of the Advisory Committee held on 25<sup>th</sup> January 2011 were noted.</p> <p>ii. The draft minutes of the meeting of the Consultative Committee held on 8<sup>th</sup> February 2011 were noted.</p> <p>iii. The confirmed minutes of the meetings of the Alexandra Palace and Park Board held on 21<sup>st</sup> December 2010 and 28<sup>th</sup> January 2011 and the draft minutes of 15<sup>th</sup> February 2011 were noted.</p>
<b>APSC05.</b>	<p><b>CRICKET CLUBHOUSE AND GROUNDS</b></p> <p>RECEIVED the proposals to improve facilities at the Alexandra Park cricket clubhouse and grounds as part of a project with Heartlands High School (as laid out in pages 47-56 of the agenda pack) and the tabled site maps, introduced by Sam Davidson (Transformation Project Manager - BSF). A discussion followed.</p> <p>NOTED:</p> <ul style="list-style-type: none"> <li>• Eight committee members attended a site visit on 22<sup>nd</sup> March 2011.</li> <li>• The Head teacher of Heartlands School, Simon Garrill informed the Committees that that the school held regular meetings with the local community in order to consult about issues and to give pupils an understanding of the school's role in the community, with the conservation area and with the cricket club.</li> <li>• The school would use the pitches in consultation with the cricket club. The facilities would also be available for use by the cricket club's many existing teams, without the need or cost of travelling to other facilities off site.</li> <li>• Planning permission for Phase 2 (construction of a multi-use games area (MUGA)) would be sought in December 2011, which would allow time for thorough consultation and habitat and bat surveys of the area. The Phase 2 proposals would be considered by the Alexandra Palace Board at a later stage.</li> <li>• There were comments that consultation with local residents, particularly those in Campsbourne Estate and Montague Road, should begin now and that future consultation should be conducted outside of the summer holiday period. In response officers explained that consultation could not begin until the design of Phase 2 of the project had been completed but that there would be extensive consultation including conservation groups and a Biodiversity Action Plan.</li> <li>• Committee Members recommended that the reasons for not proposing the MUGA be built on the school site must be made clear in future consultations.</li> <li>• Committee members generally supported improved use of the playing fields (Phase 1) but expressed concerns about Phase 2, the MUGA proposals, including: the potential damage to the local habitats, the floodlighting so close to a conservation area, the potential loss of established trees, replacement of grass with paving, the potential detrimental visual affect of the MUGA.</li> </ul>

**MINUTES OF THE INFORMAL JOINT MEETING OF THE ALEXANDRA PARK & PALACE  
STATUTORY ADVISORY COMMITTEE AND THE ALEXANDRA PALACE AND PARK  
CONSULTATIVE COMMITTEE  
TUESDAY, 5 APRIL 2011**

	<ul style="list-style-type: none"> <li>• Officers recognised that the proposals for the MUGA extended beyond the curtilage of the cricket club's current demise and reported that the Board would be required to grant a new lease to the club on the basis of enhanced income.</li> <li>• The Alexandra Palace Garden Centre operator had offered to donate a garden bench to the cricket club if the project was completed.</li> </ul> <p><b>AGREED</b></p> <p>i. That the Committees generally supported Phase 1 of the proposals to improve facilities at the Alexandra Park cricket clubhouse and grounds as part of a project with Heartlands High School.</p> <p>ii. That Phase 2 was a concern to the Committees and proper consultation with the local community and the Committees was recommended including extensive plans on the scale and size of the MUGA and full details about the proposed floodlighting.</p>
<b>APSC06.</b>	<p><b>NETWORK RAIL PROPOSALS</b></p> <p>RECEIVED the briefing of the Park Manager, Mark Evison, on the proposals by Network Rail for new rail sheds which would be visible from the Park and Palace, as set out in Pages 57 – 60 of the agenda pack). The Committees were reminded that individuals, associations and groups could make their own representations to the Planning Authority. If no details are available before a planning application is made, an Urgency Meeting of the Advisory Committee may be required to consider the details.</p> <p>NOTED</p> <ul style="list-style-type: none"> <li>• There was limited information available on the proposals despite requests by the Park Manager for more detail from Network Rail.</li> <li>• Committee Members expressed concern about the height of the proposed shed and considered 11 metres to be very high, which would detract from the view to the east from the Palace.</li> <li>• The Alexandra Palace Conservation Area Advisory Committee (APCAAC) had objected to Network Rail's original proposals and was likely to object to this proposal.</li> <li>• That the Board be encouraged to reject the proposals if more information was not provided by Network Rail.</li> </ul> <p><b>AGREED</b></p> <p>That Network Rail be urged to provide more information on the proposals for new rail sheds which could be considered by the Committees.</p>
<b>APSC07.</b>	<p><b>FORTHCOMING EVENTS</b></p> <p>RECEIVED the forthcoming events report from Rebecca Kane, Managing Director, Alexandra Palace Trading Company (APTL), as set out in Pages 61 – 64 of the agenda pack.</p>

**MINUTES OF THE INFORMAL JOINT MEETING OF THE ALEXANDRA PARK & PALACE  
STATUTORY ADVISORY COMMITTEE AND THE ALEXANDRA PALACE AND PARK  
CONSULTATIVE COMMITTEE  
TUESDAY, 5 APRIL 2011**

	<p>NOTED</p> <ul style="list-style-type: none"> <li>• The Committees concerns that the RAC Drive-in Movie event had created noise disturbance the previous year. Ms Kane explained that this had been an issue on the first night of the event last year when they were piloting the event, but that the sound had been adjusted that evening and all subsequent evenings, which resulted in no further complaints.</li> <li>• There was a comment that the Palace should hold more Open House events and it was reported that this was an initiative by the London Open House, which the Palace facilitated. Officers were asked to check the dates of the Open House event (Friday 16<sup>th</sup> - Saturday 17<sup>th</sup> September) as the event was usually held on a Saturday.</li> <li>• Concerns were raised about the Palace maintaining the private road status for Alexandra Palace Way if it did not close the road at least once every year (normally during the annual fireworks display, which had been cancelled due to limited resources). The Interim General Manager, Andrew Gill, stated that he would investigate whether this was the case and if necessary he would arrange for the road to be closed temporarily.</li> </ul> <p><b>AGREED</b> to note the report and recommend that the Board consider holding two Open House events each year at Alexandra Palace.</p>
<b>APSC08.</b>	<p><b>ALEXANDRA PALACE SIGNAGE STRATEGY</b></p> <p>RECEIVED the report (as set out in Pages 65 – 86 of the agenda pack) on the Alexandra Palace Signage Strategy introduced by Rebecca Kane (Managing Director – APTL) and Charlotte Johnson (Marketing Manager – APTL).</p> <p>NOTED</p> <ul style="list-style-type: none"> <li>• Advertising consent from the London Borough of Haringey would be required for Phase 2 (new promotional signage) of the strategy.</li> <li>• The Committees expressed some concern about the signage proposals including: signs should mention both the Park and the Palace, 20 mile per hour speed limit was welcomed but should be on a separate sign, external advertising should be limited, some members were not keen on having large signs on grass areas of the Park and recommended that such signs should be limited to the Palace building and the surrounding area such as the road sides, entrances and outside of the Park to encourage people to enter.</li> <li>• It was recommended that notice-boards be included in the signage strategy to display details of What's On at the Palace.</li> <li>• The Phoenix Bar was projected to break even this year after previous years of operating at a loss [once overheads were accounted for]. The plans to change the name and re-brand the pub would include the local sourcing of produce and a better quality wine list.</li> <li>• Members comments included: the name "Phoenix Bar" was already established and resonated with the history of the Palace, that current pricing at the pub was too high, there were different needs for locals using the pub and event users,</li> </ul>

**MINUTES OF THE INFORMAL JOINT MEETING OF THE ALEXANDRA PARK & PALACE  
STATUTORY ADVISORY COMMITTEE AND THE ALEXANDRA PALACE AND PARK  
CONSULTATIVE COMMITTEE  
TUESDAY, 5 APRIL 2011**

	<p>the outside of the pub was not inviting due to the lack of landscaping outside the building.</p> <ul style="list-style-type: none"> <li>• In response to some of the concerns raised it was noted that the pub had previously relied solely on events for its trade but that it needed to diversify to protect its revenue streams; one way of encouraging local use was to introduce a better menu and the concept of ‘sociable dining’ (platters and mezze dishes etc) especially in the summer.</li> <li>• Ms Kane explained the rationale behind the Bar &amp; Kitchen proposal – and that it would be used in conjunction with Alexandra Palace in promotional material and people would colloquially refer to the “Bar &amp; Kitchen at Ally Pally” hence it would work well with the well-established name of the venue.</li> <li>• Some Members expressed concern about the lack of consultation on the re-branding of Alexandra Palace with the Committees and that the Board had rubber stamped the idea for the new brand and logo.</li> <li>• Some members commented that it was premature to adopt a new brand image in advance of the outcome of the current consultancy ‘Options Appraisal’ study.</li> <li>• Cllr Egan clarified that there was some confusion between the new branding and the future strategy for the site. The strategic concept being worked up was a different project.</li> </ul> <p><b>AGREED</b></p> <ol style="list-style-type: none"> <li>i. That the need for new signage in and around the Palace was recognised and that the Board should be asked to note the comments above.</li> <li>ii. That action to promote the bar was required but some members thought the proposed name of “Bar and Kitchen” should be reconsidered.</li> </ol>
<b>APSC09.</b>	<p><b>GOVERNANCE &amp; FUTURE VISION</b></p> <p>RECEIVED the Governance Update report, introduced by the Interim General Manager, Alexandra Palace, Andrew Gill, as set out in pages 87 – 93 of the agenda pack.</p> <p>NOTED that the full LB Haringey Council meeting on 4<sup>th</sup> April 2011 had approved the recruitment of independent advisors to the Board.</p> <p><b>AGREED</b> to note the report.</p>
<b>APSC10.</b>	<p><b>ALEXANDRA PALACE AND PARK VISION</b></p> <p>RECEIVED the mission and vision statement as set out on the agenda front sheet.</p> <p>NOTED</p> <ul style="list-style-type: none"> <li>• The Alexandra Palace and Park Regeneration Working Group would consider the first draft report from Locum Consultants with the intention that the second draft of the report would be considered by the Board on 9<sup>th</sup> May. The draft should be in the public domain five working days prior to the meeting, on 27<sup>th</sup> May 2011 and it would be emailed to members of the Committees.</li> </ul>

**MINUTES OF THE INFORMAL JOINT MEETING OF THE ALEXANDRA PARK & PALACE  
STATUTORY ADVISORY COMMITTEE AND THE ALEXANDRA PALACE AND PARK  
CONSULTATIVE COMMITTEE  
TUESDAY, 5 APRIL 2011**

	<ul style="list-style-type: none"> <li>• Stakeholders would be updated on the findings, options and feasibility study at a meeting on 3<sup>rd</sup> May 2011 and comments would be fed back to the Board on 9<sup>th</sup> May 2011.</li> <li>• Committee members complained that this was the first opportunity that the Committees had to consider the Vision statement that had emerged from the Regeneration Working Group and objected that it was more like a high level aspiration and mission statement rather than a proper vision that should contain more substance. The idea that the Vision statement grew out of earlier consultation with stakeholders was also questioned.</li> <li>• Committee members suggested that the mission statement should include the word “heritage”. Officers explained that the strategic plan would include specific details about the various areas of the Palace. This was recognised and supported by some members who felt that the wording in the statements was sufficient.</li> </ul> <p><b>AGREED</b> to note the vision and mission statements but the Board should be asked to note the comments above.</p>
<b>APSC11.</b>	<p><b>ANY OTHER BUSINESS</b></p> <p>There would be a meeting between the Chair, the Chair of the Board, the Chair of the Statutory Advisory Committee and the Interim General Manager to review the informal joint meeting.</p>
<b>APSC12.</b>	<p><b>DATES OF FUTURE MEETINGS</b></p> <p>NOTED that the next Joint Informal Meeting of the Alexandra Park and Palace Advisory Committee and the Alexandra Palace and Park Consultative Committee (APPSAC and APPCC) was provisionally scheduled to be held on Tuesday 31<sup>st</sup> May 2011.</p> <p>The meeting ended at 21:00 hrs</p>

Denis Heathcote

Chair

This page is intentionally left blank

By virtue of paragraph(s) 1, 2, 3, 5 of Part 1 of Schedule 12A  
of the Local Government Act 1972.

Document is exempt

This page is intentionally left blank

By virtue of paragraph(s) 1, 2, 3, 5 of Part 1 of Schedule 12A  
of the Local Government Act 1972.

Document is exempt

This page is intentionally left blank