



## NOTICE OF MEETING

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# Alexandra Palace and Park Board

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THURSDAY, 16TH FEBRUARY, 2012 at 19:30 HRS – THE TRANSMITTER HALL,  
ALEXANDRA PALACE, PALACE WAY, WOOD GREEN, LONDON N22 7AY.

**Councillors:**

Councillor Matt Cooke (Chair), Councillor Bob Hare, Councillor Sheila Peacock, Councillor Nigel Scott, Councillor James Stewart (Vice-Chair), Councillor Ann Waters, and Councillor Neil Williams

**Non-voting representatives:**

Ms V. Paley, Mr C. Marr 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 11 & 18 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. MINUTES (PAGES 1 - 20)**

- i. To confirm the unrestricted minutes of the Alexandra Palace and Park Board held on 17<sup>th</sup> November and 29<sup>th</sup> November 2011 as an accurate record of the proceedings. (Pages 1 - 10)
- ii. To receive the minutes of the Alexandra Park and Palace Advisory Committee held on 10<sup>th</sup> January 2012 and to consider any recommendations from that Committee. (Pages 11 - 14)
- iii. To receive and consider the minutes of the informal Joint Alexandra Palace and Park Consultative Committee, and Alexandra Park and Palace Advisory Committee held on 10<sup>th</sup> January 2012 (Pages 15 - 20).

#### **6. WORLD HERITAGE SITE RECOGNITION (PAGES 21 - 38)**

To receive the presentation by Clive Carter, on the proposals for becoming a World Heritage Site (WHS).

#### **7. REPORT OF THE CHIEF EXECUTIVE, ALEXANDRA PALACE (PAGES 39 - 40)**

To consider the report of the Chief Executive, Alexandra Palace.

#### **8. PARK UPDATE (PAGES 41 - 44)**

To consider the report of the Park Manager, Alexandra Palace, updating on events and works within the park.

#### **9. REGENERATION UPDATE (PAGES 45 - 50)**

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

**10. FINANCE UPDATE (PAGES 51 - 56)**

To consider the report of the Director of Finance, Alexandra Palace

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

**12. FUTURE MEETINGS**

3<sup>rd</sup> April 2012 (provisional)

Provisional dates for the municipal year 2012/13

7<sup>th</sup> June 2012

24<sup>th</sup> July 2012

6<sup>th</sup> November 2012

12<sup>th</sup> February 2013

Provisional dates for the Joint Informal meeting of the Statutory Advisory and Consultative Committees (SAC/CC)

28<sup>th</sup> May 2012 (membership subject to Full Council on 21<sup>st</sup> May 2012)

17<sup>th</sup> July 2012

16<sup>th</sup> October 2012

15<sup>th</sup> January 2013

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

Items 14 - 17 are likely to be subject of a motion to exclude the press and public from the meeting as they contain exempt information as defined in Section 100a of the Local Government Act 1972; Para 1 – information relating to any individual, Para 2 – Information which is likely to reveal the identity of an individual, Para 3 - information relating to the business or financial affairs of any particular person (including the authority holding that information), and Para 5 – Information in respect of which a claim to legal professional privilege could be maintained in legal proceedings.

**14. MINUTES (PAGES 57 - 68)**

- i. To confirm the exempt minutes of the Alexandra Palace and Park Board held on 17<sup>th</sup> November and 29<sup>th</sup> November 2011 as an accurate record of the proceeding (Pages 43 – 52)
- ii. To consider the recommendation of the Statutory Advisory Committee held on 10<sup>th</sup> January 2012 (Page 53).

**15. EVENT IN THE PARK MAY 2012 (PAGES 69 - 80)**

To consider the report of the Chief Executive, Alexandra Park and Palace Charitable Trust.

**16. FINANCE UPDATE (PAGES 81 - 86)**

Report of the Director of Finance Alexandra Palace

**17. BRIEFING ON SECURITY REVIEW FOLLOWING THE EVENTS OF 25/26 NOVEMBER 2011 (PAGES 87 - 92)**

To receive the update from the Chief Executive, Alexandra Palace.

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

David McNulty  
Head of Local Democracy & Member Services  
River Park House  
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London N22 8HQ

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Wednesday 8th February 2012

**MINUTES OF THE ALEXANDRA PALACE AND PARK BOARD  
THURSDAY, 17 NOVEMBER 2011**

PRESENT:

\* INDICATES ATTENDEE

Councillors \*Paley, Cooke (Chair), Hare, Scott, Stewart (Vice-Chair), Waters, Williams and Marr

Non-Voting \*V. Paley, \*C. Marr and N. Willmott  
Representatives:

Observer: D. Liebeck

Also present:

Mr. D. Wilson (Chief Executive – Alexandra Palace)

Mr. A. Gill (Former Interim General Manager – Alexandra Palace)

Mr. I. Harris (Trust Solicitor)

Ms. J. Parker (LB Haringey Director of Corporate Resources)

Mr. R. Prince (LB Haringey Acting Assistant Head of Legal (Litigation and Corporate))

Mr. C. Hart (LB Haringey Committees Manager)

Ms. N. Cole (LB Haringey Clerk)

**MINUTE  
NO.**

**SUBJECT/DECISION**

<b>APBO151.</b>	<b>APOLOGIES FOR ABSENCE</b>  Apologies for absence were received from Cllr Peacock, Helen Downie, David Liebeck and Nigel Willmott.  An apology for lateness was received from Cllr Williams.
<b>APBO152.</b>	<b>URGENT BUSINESS</b>  None.
<b>APBO153.</b>	<b>DECLARATIONS OF INTERESTS</b>  None.
<b>APBO154.</b>	<b>EXCLUSION OF THE PUBLIC AND PRESS</b>  <b>RESOLVED</b> that the press and public be excluded from the meeting in respect of agenda item 5 (minute APBO155) as it contained 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), and Para 5 – Information in respect of which a claim to legal professional privilege could be maintained in legal proceedings.  The Board adjourned at 18:40 hrs.  SUMMARY OF EXEMPT/CONFIDENTIAL PROCEEDINGS
<b>APBO155.</b>	<b>FOLLOW-UP OF EXEMPT MINUTE APB055 OF THE BOARD - 28 JANUARY 2011</b> <b>RECOMMENDATIONS APPROVED</b>

COUNCILLOR MATT COOKE  
Chair

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**MINUTES OF THE ALEXANDRA PALACE AND PARK BOARD  
TUESDAY, 29 NOVEMBER 2011**

Councillors Paley, Willmott, Liebeck, Cooke (Chair), Stewart (Vice-Chair), Hare, Peacock, Scott, Waters, Williams and Marr

Non-Voting C. Marr, V. Paley and N. Willmott  
Representatives:

Observer: D. Liebeck

Also present:

Mr. D. Wilson (Chief Executive – Alexandra Palace)

Ms. R. Kane (Managing Director – Alexandra Palace)

Mr. M. Evison (Park Manager – Alexandra Palace)

Ms. H. Downie (Head of Finance and Company Secretary – APTL)

Mr. I. Harris (Trust Solicitor)

Ms. J. Parker (LB Haringey Director of Corporate Resources)

Mr. M. Hopson (LB Haringey – Head of Regeneration & Development – Alexandra Park & Palace)

Mr. S. Davidson (LB Haringey – Building Schools for the Future project)

Ms S. Barratt (Deloitte Auditors)

Ms. N. Cole (Clerk)

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**MINUTE  
NO.**

**SUBJECT/DECISION**

<b>APBO155.</b>	<p><b>APOLOGIES FOR ABSENCE</b></p> <p>There were no apologies for absence.</p> <p>Apologies for lateness were received from Cllrs Hare and Peacock.</p>
<b>APBO156.</b>	<p><b>URGENT BUSINESS</b></p> <p>AGREED to consider an item of urgent business relating to incidents at Alexandra Palace over the weekend, 24-25 November 2011 (recorded at minute 165).</p>
<b>APBO157.</b>	<p><b>DECLARATIONS OF INTERESTS</b></p> <p>It was agreed that LB Haringey senior officers had a conflict of interest in relation to an item within the Property Matters Exempt report and would therefore be invited to leave the room during the exempt discussions.</p>
<b>APBO158.</b>	<p><b>QUESTIONS, DEPUTATIONS OR PETITIONS</b></p> <p>There were no such items.</p>
<b>APBO159.</b>	<p><b>MINUTES</b></p> <p>i. <u>Unrestricted Alexandra Palace and Park Board minutes</u></p>

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	<p>The unrestricted minutes of the Alexandra Palace and Park Board meeting held on 18<sup>th</sup> October 2011 were confirmed as an accurate record of the proceedings.</p> <p><u>Matters arising</u>  <u>Resolution at minute no APBO (iii)</u> – in response to questioning it was reported that publication of a redacted version of the exempt minutes of the meeting held on 18<sup>th</sup> October would be considered once the exempt minutes of that meeting had been approved. The redacted minutes were likely to answer outstanding questions previously submitted by the Statutory Advisory Committee in relation to the Firoka matter.</p> <p><b>RESOLVED</b> that the minutes of the Alexandra Palace and Park Board meeting held on 18<sup>th</sup> October 2011 be approved.</p> <p>The unrestricted minutes of the special Alexandra Palace and Park Board minutes held on 17<sup>th</sup> November 2011 were still in the clearing process and would be approved at the next meeting.</p> <p>ii. <u>Alexandra Park and Palace Advisory Committee – 8<sup>th</sup> November 2011</u></p> <p>NOTED the minutes of the Alexandra Park and Palace Advisory Committee held on 8<sup>th</sup> November 2011.</p> <p>iii. <u>Informal Joint Meeting of the Alexandra Palace and Park Advisory and Consultative Committees – 8<sup>th</sup> November 2011</u></p> <p><u>Matters arising</u>  Minute no. APSC29 – UNESCO World Heritage Site Recognition – the Board agreed that this item would be fully considered at the next meeting, including a presentation by the local resident, Clive Carter, who had submitted the proposals.</p> <p>NOTED the minutes of the Informal Joint Meeting of the Alexandra Palace and Park Advisory and Consultative Committees held on 8<sup>th</sup> November 2011.</p> <p>iv. <u>Alexandra Park and Palace Consultative Committee – 8<sup>th</sup> November 2011</u></p> <p>NOTED the minutes of the Alexandra Park and Palace Consultative Committees held on 8<sup>th</sup> November 2011.</p>
<p><b>APBO160.</b></p>	<p><b>PARK UPDATE</b></p> <p>RECEIVED the report from Mark Evison, Park Manager – Alexandra Palace, on Park matters.</p> <p>NOTED</p> <p><u>Cricket Club and Grounds</u> (Paragraphs 7.1-7.8 of the report, pages 10-12 of the agenda pack)</p> <ul style="list-style-type: none"> <li>• Re. Paragraph 7.6 – it was reported that LB Haringey engineers had considered the detailed plans for the foul drainage system proposals and</li> </ul>



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	<p>officers' concerns had been reduced.</p> <ul style="list-style-type: none"> <li>• The Building Schools for the Future (BSF) team had employed an ecologist who had advised on a suitable methodology for the work.</li> <li>• The Park Manager would meet with BSF staff to discuss plans for the water irrigation system on Friday 2<sup>nd</sup> December.</li> <li>• Members of the Advisory and Consultative Committees had been consulted and responses were mainly accepting of the plans for the foul drain, although some concerns were raised about the visual impact of the proposed storage tank and fencing for the irrigation system. Some members agreed that the design of the irrigation system was inappropriate.</li> <li>• Concerns were also raised about the short space of time given to the Board to consider the proposals and that no other options had been presented. Sam Davidson, BSF Project Manager, apologised for the short notice of this matter, explaining that the BSF team had not been aware that the proposals required planning permission. He informed the Board that the proposals could be amended to install the irrigation tank underground although this would increase the cost of the project.</li> <li>• Duncan Wilson, Chief Executive – Alexandra Palace, stated that the matter required proper consideration, particularly by the Statutory Advisory Committee, including that the irrigation tanks may possibly be incorporated with existing tanks outside of the cricket pavilion. He suggested that the proposal for the sewage pipe be separated from the proposal for the water irrigation system so that the sewage pipe works could be conducted while the water irrigation system is considered further. The Board noted that one contract covered both proposals and the BSF team was keen to obtain the Board's agreement at least in principle.</li> <li>• Board members agreed that it was not able to take a decision without further information and the advice of the Statutory Advisory Committee.</li> </ul> <p><b>RESOLVED</b> that</p> <ol style="list-style-type: none"> <li>i. The content of the Park Update report be noted.</li> <li>ii. The Building Schools for the Future proposals relating to a new sewer pipe across Newland Field and a water irrigation system be supported in principle, subject to more detail including satisfactory drawings and designs being presented to the Board in February 2012 and the advice of the Statutory Advisory Committee. The "in principle" agreement was also subject to an agreed method statement and full indemnity.</li> </ol>
<p><b>APBO161.</b></p>	<p><b>FINANCE UPDATE</b></p> <p>RECEIVED the Finance Update report introduced by Helen Downie, Head of Finance, Alexandra Palace and Park, as laid out in the report.</p> <p><b>RESOLVED</b></p> <ol style="list-style-type: none"> <li>i. That the results for the six months to 30<sup>th</sup> September 2011 against budget be noted.</li> <li>ii. That the Trust is still forecasting to remain within the £2.102m budget</li> </ol>

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	<p>allocation for the year be noted.</p> <p>iii. That the Trust approach the Council requesting that the savings found in 2011/12 be redirected to the regeneration programme support and also essential works that will support the future regeneration activity.</p>
<p><b>APBO162.</b></p>	<p><b>APPROVAL OF 2011 ACCOUNTS</b></p> <p>RECEIVED the report seeking approval of the Trust Financial Statements for the year ending 31<sup>st</sup> March 2011, introduced by Helen Downie (Head of Finance, Alexandra Palace) and Sue Barratt (Deloitte Auditors).</p> <p>NOTED</p> <ul style="list-style-type: none"> <li>• The Board’s attention was drawn to the Deloitte audit summary on page 79 of the agenda pack and the key audit areas, and that there had been two recommendations for improvements to control systems.</li> <li>• A query was raised about there being “no impact” on the Trust’s accounts (paragraph 6.2 of the report) if the Council consolidated the accounts of the Trust into its group accounts. The LB Haringey Director of Corporate Resources explained that the position of the Trust and Council accounts would be unchanged but the way it was reported would change and instead of the Trust’s accounts being appended to the Council’s accounts they would be included in the main document.</li> <li>• It was agreed that the wording on page 30 of the agenda pack in the second sentence under the heading “Governance and Regeneration”, would be amended to state that “the Board <b>agreed to be guided by the principles of</b> the NCVO Code of Good Governance”.</li> <li>• The Board thanked Ms Barratt for attending and also extended thanks to Helen Downie for all her work as Head of Finance during her time at Alexandra Palace and wished her well in her new role.</li> </ul> <p><b>RESOLVED</b></p> <ol style="list-style-type: none"> <li>i. That the contents of the letter of representations be approved and the Chair be nominated to sign the letter on behalf of the charity.</li> <li>ii. That it be agreed that it was appropriate to prepare the consolidated accounts on a going concern basis.</li> <li>iii. That the Trustees Report and Consolidated Financial Statements for 2010/11 be approved and the Chair be nominated to sign them on behalf of the Trust for submission to the Charities Commission.</li> <li>iv. That the content of the report provided by Deloitte on the audit of the consolidated financial statements for the year ended 31<sup>st</sup> March 2011 be noted.</li> <li>v. That Deloitte be reappointed as auditors to Alexandra Park and Palace Charitable Trust for the financial year 2011/12.</li> </ol>

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<p><b>APBO163.</b></p>	<p><b>REGENERATION</b></p> <p>RECEIVED the report updating on the work of Regeneration Working Group, introduced by Mark Hopson, Head of Regeneration and Development, Alexandra Park and Palace, as laid out in the report (pages 93- 99 of the agenda pack).</p> <p>In response to questions the following was NOTED</p> <ul style="list-style-type: none"> <li>• It was expected that English Heritage would provide feedback on the Trust's bid for funding before Christmas.</li> <li>• Some Board members commended the high quality, coherent plans for the future of the Palace.</li> <li>• The Conservation Area Architect would be recruited as part of a personal procurement process via one of five leading conservation practices.</li> <li>• Consultation had so far generally been focused on gaining public opinion but wider consultation would take place and feed into the strategic framework.</li> <li>• The bid for funding from the Council and (paragraph 6.5) and the bid for Heritage Lottery funding (paragraph 8.3) would run in parallel but the Haringey bid was to fund the regeneration project whereas for Heritage Lottery Funds English Heritage would need to see a detailed plan for specific development and refurbishment.</li> <li>• There would be many events at the Palace to publicise the regeneration project.</li> </ul> <p><b>RESOLVED</b></p> <ol style="list-style-type: none"> <li>i. That the on-going regeneration related work since the last update on the 18<sup>th</sup> October 2011 be noted.</li> <li>ii. That the strategic objectives drafted at the Trustee Away Day be agreed and approved. It was noted that these agreed principles will form the basis of market research with potential music/entertainment operators.</li> <li>iii. That the proposed key messages in the Communications Strategy be noted.</li> <li>iv. That the forthcoming regeneration milestones be noted and the proposal to include regeneration as a standing agenda item at the Statutory Advisory Committee (SAC) and Consultative Committee (CC) be approved as well as the intention of holding a formal public consultation event in March 2012.</li> </ol>
<p><b>APBO164.</b></p>	<p><b>GOVERNANCE</b></p> <p>RECEIVED the report of Duncan Wilson, Chief Executive – Alexandra Palace, on the timetable of meetings proposing that the Board move to quarterly meetings.</p> <p>NOTED</p>

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- The Statutory Advisory Committee and Consultative Committee meetings should be scheduled to similar quarterly timescales as the Board but in advance of the Board meetings to allow time for their advice or recommendations to feed into the Board.
- Nothing prevented a special Board meeting being held in between scheduled meetings if required and communication with Board members would still take place in between meetings.

**RESOLVED**

- i. That the report be noted and the proposed new quarterly frequency of Board meetings be approved with effect from the new municipal year in May 2012. The Chairs of other relevant Committees are invited to co-ordinate their meetings with the main Board.
- ii. That the scheduled meeting on 19<sup>th</sup> December be cancelled and the regular meeting scheduled for 3<sup>rd</sup> April 2012 be moved to mid-May 2012 in order to establish the new quarterly frequency. It was agreed that the 3<sup>rd</sup> April 2012 be held as a provisional date for a special meeting to consider regeneration issues.

**APBO165. ANY OTHER UNRESTRICTED BUSINESS THE CHAIR CONSIDERS TO BE URGENT**

a. Incidents at Alexandra Palace over the weekend, 24-25 November 2011

Duncan Wilson, Chief Executive – Alexandra Palace read the following statement:

“Members of the Board will be aware of the tragic deaths of two young men following an indoor music event at Alexandra Palace over the weekend. 22,800 people attended the Winter Music Festival on Friday and Saturday nights, running from 9pm to 6am the following morning on each occasion.

We are necessarily constrained in what we can say by the ongoing police investigation. However the police are now no longer concerned that this may be an escalating situation, and are attributing the two fatalities to separate incidents. They have made it clear that as far as they are concerned our very detailed event and security plan was comprehensive and properly prepared and they recognise our zero tolerance policy to drugs. A full, independent report will be prepared for the Board in due course.

The following statement on behalf of Alexandra Palace and the event organisers has now been updated as follows:

‘Alexandra Palace and Lock N Load Events are deeply shocked and saddened by the two fatalities that occurred over the weekend.

The police are being fully assisted in their ongoing investigation and have commented that they are happy with the procedures the venue and event organiser had in place.

Alexandra Palace works closely with its local authority and event organisers to

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	<p>ensure that the correct policies for public safety are in place during all events. Both the venue and last weekend's event organiser operate a zero tolerance drugs policy and employed security teams to enforce all measures possible to protect visitors.</p> <p>All those involved in the two events extend their deepest sympathy to the family and friends of the two men and our thoughts are with the man currently in hospital who we are told is in a critical but stable condition.' ”</p> <p><b>NOTED</b></p> <ul style="list-style-type: none"> <li>• A full investigation into the incidents would be conducted and a report provided to the Board in the future.</li> <li>• In response to comments Rebecca Kane, Managing Director, Alexandra Palace Trading Company (APTL) explained that every event had a plan which was signed off by the responsible authorities and processes were reviewed before, during and after all events.</li> <li>• In response to concerns that Board members had not been alerted to the incident until the Sunday afternoon it was noted that whilst every effort was made to communicate the incident to Board members as soon as possible information was not immediately forthcoming.</li> <li>• The Chair reminded Trustees of the protocol for referring enquiries to Palace officials in such cases.</li> </ul> <p><b>RESOLVED</b> to note the Chief Executive's statement and to endorse the use of the words “shocked and saddened”.</p> <p>b. <u>Facilities Manager</u></p> <p><b>NOTED</b> the vacancy for a Facilities Manager, Alexandra Palace.</p> <p><b>RESOLVED</b> that recruitment of a permanent Facilities Manager be delegated to the Chief Executive, in a similar way to that of the last occasion when this post was vacant..</p>
<p><b>APBO166.</b></p>	<p><b>FUTURE MEETINGS</b></p> <p><b>NOTED</b></p> <p>19<sup>th</sup> December 2011 – CANCELLED  16<sup>th</sup> February 2012  3<sup>rd</sup> April 2012 – PROVISIONAL  Mid- May 2012 – TO BE CONFIRMED</p>
<p><b>APBO167.</b></p>	<p><b>EXCLUSION OF THE PUBLIC AND PRESS</b></p> <p><b>RESOLVED</b> that the press and public be excluded from the meeting in for the consideration of agenda items 14 – 17 (minute numbers 168 – 171) as they contain exempt information as defined in Section 100a of the Local Government Act 1972; Para 1 – information relating to any individual, Para 2 – Information which is likely to reveal the identity of an individual, Para 3 - information relating to the business or financial affairs of any particular person (including the authority holding that information), and Para 5 – Information in respect of which a claim to</p>

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	legal professional privilege could be maintained in legal proceedings.
<b>APBO168.</b>	<b>FINANCE REPORT</b>  RECOMMENDATIONS AGREED
<b>APBO169.</b>	<b>ANNUAL PROPERTY REPORT</b>  RECOMMENDATIONS AGREED
<b>APBO170.</b>	<b>MINUTES</b>  To be agreed outside of the meeting.
<b>APBO171.</b>	<b>ANY OTHER EXEMPT BUSINESS THE CHAIR CONSIDERS TO BE URGENT</b>  NONE  The meeting ended at 21:05 hrs.

COUNCILLOR MATT COOKE

Chair

**MINUTES OF THE ALEXANDRA PARK AND PALACE ADVISORY COMMITTEE.  
TUESDAY, 10 JANUARY 2012**

PRESENT: \* denotes absence

NOMINATED BY LOCAL RESIDENTS' ASSOCIATIONS

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

APPOINTED MEMBERS

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

Also in attendance:

Mr Duncan Wilson – Chief Executive, Alexandra Palace  
 Mr Mark Evison – Park Manager, Alexandra Palace  
 Ms Rebecca Kane – Managing Director, Alexandra Palace Trading Limited (APTL)  
 Ms Charlotte Johnson – Marketing Manager, APTL  
 Mrs Natalie Cole – Clerk to the Committee

Public Gallery:

Councillor Matthew Cooke  
 Councillor Bob Hare  
 Gordon Hutchinson (Friends of Alexandra Park)  
 Jacob O'Callaghan (The Hornsey Historical Society)

**MINUTE  
NO.**

**SUBJECT/DECISION**

<b>APSC29.</b>	<b>APOLOGIES FOR ABSENCE</b>  Apologies for absence were received from Liz Richardson (Palace View Residents' Association) and Councillor Errol Reid.
<b>APSC30.</b>	<b>DECLARATIONS OF INTEREST</b>  Cllr Jenks declared a personal interest as he was a member of the Warner Estate Residents' Association (WERA).

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	Cllr Hare declared a personal interest as he was a member of the Alexandra Palace Allotments Association.
<b>APSC31.</b>	<b>MINUTES AND MATTERS ARISING</b>
	<p>i) <u>Alexandra Park &amp; Palace Advisory Committee</u></p> <p>The minutes of the Advisory Committee held on 8<sup>th</sup> November 2011 were approved as a correct record and signed by the Chair.</p> <p>ii) <u>Alexandra Palace and Park Board</u></p> <p>The draft minutes of the meeting of the Alexandra Palace and Park Board held on 29<sup>th</sup> November 2011 would be available for noting at the next meeting.</p> <p>iii) <u>Joint Informal Meeting of the Statutory Advisory and Consultative Committees</u></p> <p>The minutes of the meeting of the Joint Statutory Advisory and Consultative Committees (SAC/CC) held on 8<sup>th</sup> November 2011 were noted.</p>
<b>APSC32.</b>	<b>PARK ACTIVITIES UPDATE</b>
	The Committee noted the discussion during the Joint SAC/CC meeting.
<b>APSC33.</b>	<b>FORTHCOMING EVENTS</b>
	The Committee noted the discussion during the Joint SAC/CC meeting.
<b>APSC34.</b>	<b>REGENERATION UPDATE</b>
	The Committee noted the discussion during the Joint SAC/CC meeting.
<b>APSC35.</b>	<b>ANY OTHER BUSINESS</b>
	None.
<b>APSC36.</b>	<b>DATES OF FUTURE MEETINGS</b>
	Tuesday 6 <sup>th</sup> March 2012 (The transmitter Hall, Alexandra Palace).
<b>APSC37.</b>	<b>EXCLUSION OF THE PRESS &amp; PUBLIC</b>
	<b>RESOLVED</b> that the press and public be excluded from the meeting in for the



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TUESDAY, 10 JANUARY 2012**

	consideration of agenda item 10 (minute number 38) as it contained 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).
<b>APSC38.</b>	<b>EVENT PROPOSAL FOR THE PARK</b>
	Recommendations agreed. Recorded in exempt minutes.

The meeting ended at 21:50 hrs

David Liebeck  
Chair

Signed by the Chair .....

Date .....

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**MINUTES OF THE JOINT INFORMAL MEETING OF THE ALEXANDRA PARK & PALACE STATUTORY ADVISORY COMMITTEE AND THE ALEXANDRA PALACE AND PARK CONSULTATIVE COMMITTEE - TUESDAY, 10 JANUARY 2012**

PRESENT: \* denotes absence

NOMINATED BY LOCAL RESIDENTS' ASSOCIATIONS

**Advisory Committee Nominated Members of:**

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

**Advisory Committee Appointed Members:**

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

**Consultative Committee Nominated Members:**

*Alexandra Palace Amateur Ice Skating Club	Mr M. Tarpey
Alexandra Palace Allotments Association	Vacancy
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 & Mr C. Richell
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
*Vitrine Ltd - The Lakeside Café	Mr A. Yener
Warner Estate Residents' Association	Prof. R. Hudson

**Consultative Committee Appointed Members:**

Councillor Cooke  
 Councillor Hare  
 Councillor Peacock  
 \*Councillor Scott

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Councillor Stewart  
Councillor Waters  
\*Councillor Williams

**Also attending**

Duncan Wilson – Chief Executive, Alexandra Palace  
Mark Evison – Park Manager, Alexandra Palace  
Rebecca Kane – Managing Director, Alexandra Palace Trading Company (APTL)  
Charlotte Johnson – Marketing Manager, APTL  
Natalie Cole – Clerk to the Committee, LB Haringey

**Public Gallery**

None

<b>MINUTE NO.</b>	<b>SUBJECT/DECISION</b>
<b>APSC38.</b>	<p><b>ELECTION OF CHAIR</b></p> <p>The Clerk sought nominations for a chair for the meeting. Gordon Hutchinson proposed Colin Marr and this was seconded by Jacob O'Callaghan and it was:</p> <p><b>RESOLVED</b> that Colin Marr act as Chair of the meeting.</p> <p style="text-align: center;">COLIN MARR IN THE CHAIR</p>
<b>APSC39.</b>	<p><b>APOLOGIES FOR ABSENCE</b></p> <p>Apologies for absence were received from Cllrs Nigel Scott and Neil Williams, Liz Richardson (Palace View Residents' Association) and Caroline Hayter (Alexandra Residents' Association).</p>
<b>APSC40.</b>	<p><b>DECLARATIONS OF INTEREST</b></p> <p>Cllr Jenks declared a personal interest as he was a member of the Warner Estate Residents' Association (WERA).</p> <p>Cllr Hare declared a personal interest as he was a member of the Alexandra Palace Allotments Association.</p>
<b>APSC41.</b>	<p><b>MINUTES AND MATTERS ARISING</b></p> <p>i) <u>Joint Alexandra Park &amp; Palace Advisory and Consultative Committees (SAC/CC)</u></p> <p>The minutes of the Joint SAC/CC held on 8<sup>th</sup> November 2011 were approved as a correct record.</p> <p>ii) <u>Alexandra Park and Palace Statutory Advisory Committee</u></p>

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The draft minutes of the meeting of the Statutory Advisory Committee held on 8<sup>th</sup> November 2011 were noted.

iii) Alexandra Palace and Park Board

The draft minutes of the meeting of the Alexandra Palace and Park Board held on 29<sup>th</sup> November 2011 would be considered at the next meeting.

Matters arising

The Chair asked for clarification of one item related to the minutes of the Board meeting held on 18 October, which although tabled at the previous joint meeting had not been discussed. This was concerned with the final resolution of APBO147, Consideration of Outcome of LB Haringey Standards Committee Determination Hearing. While the matters to do with the Hearing itself had been resolved and were minuted, the final point had not - this still required a response by the Chief Executive on behalf of the Board to three core questions related to matters outside the scope of the Hearing. These unanswered questions had arisen in the Joint SAC/CC meeting on 31 May 2011.

In the absence of a written response there were differences of view on how this matter should be treated – either the questions should still be answered, or since much time had already been devoted to related matters it was time to move on to concentrate on regeneration and the future of the Palace. It was agreed that it was important to conclude this business so that it could be put in the past. To this end it was agreed that the minutes of this meeting would be considered as a full and adequate response. The following section restates to the three core questions with the associated response from the Chief Executive:

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

Response: The Chief Executive confirmed the view that the licence given to Firoka was intra vires (i.e. the Trust's decision making powers). This view is supported by the Board's resolution of 24 April 2007 that the General Manager be authorised to begin the process of a phased transfer of the charity, staff and contracts to the Firoka Group. The General Manager subsequently signed a Licence in accordance with that resolution. Firoka was entitled to rely on the document. There is no suggestion in any of the Walklate reports that the licence was "ultra vires" for the Trust.

*Q 2. Have the trustees taken independent legal advice as to whether the charity's various legal advisers should have (a) checked the final version of the licence and warned the trustees accordingly; (b) monitored and intervened on behalf of the charity to protect it during the licence period; (c)*

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	<p><i>advised the trustees to terminate the licence with Firoka and evict them immediately after the successful JR, and (d) consider whether the charity or council should take action to recover the resultant losses to the charity, from those advisers?</i></p> <p><u>Response:</u> The Chief Executive stated that independent advice had not been sought as to any alleged negligence of the Trust Solicitor and it was not considered prudent at this stage to investigate sub-questions a, b, c and d. Any further pursuit of these items would be disproportionately expensive and unlikely to yield any benefit.</p> <p><i>Q 3. Have the trustees taken advice as to legal action against Firoka Ltd for an account of profits during its occupation of the Palace?</i></p> <p><u>Response:</u> The Chief Executive response was that no comment can be made on the possibility of any future legal action. Regarding the possibility of a claim by Firoka, the Chief Executive advised that it was unjustified to spend further resources on a claim that may never be pursued.</p> <p>A further response to the suggestion that there should be regular reviews of the Trust's legal advisors the Chief Executive agreed and reported that the Trust was considering re-tendering for its legal service provision.</p>
<p><b>APSC42.</b></p>	<p><b>PARK ACTIVITIES UPDATE</b></p> <p>RECEIVED the Park Update as laid out on pages 11 - 15 of the agenda pack, introduced by Mark Evison, Park Manager, Alexandra Park.</p> <p>There being no questions it was:</p> <p><b>RESOLVED</b> to note the report.</p>
<p><b>APSC43.</b></p>	<p><b>FORTHCOMING EVENTS</b></p> <p><u>Congratulations</u> The Chair of the Charitable Trust congratulated Rebecca Kane on her new appointment as General Manager of the O2 venue. The Committees thanked Ms Kane for her superb work at the Palace and wished her well in her new role.</p> <p>RECEIVED the report on Forthcoming Events as laid out on pages 17 and 18 of the agenda pack, introduced by Rebecca Kane, Managing Director, Alexandra Palace Trading Limited (APTL).</p> <p>NOTED</p> <ul style="list-style-type: none"> <li>• The APTL sales team continued to work on both retaining existing business and obtaining new business and the focus on live music events was progressing.</li> </ul>

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- Marketing was also taking place through local trade associations and the distribution of “What’s On” flyers.
- In response to a question it was reported that the Core Olympiad event had been removed from the events list as the organisers could no longer afford to hold the event.
- Concerns were raised about the concert running from 8-10<sup>th</sup> March 2012 in light of the incidents during the concert held on 24/25<sup>th</sup> November 2011. The Managing Director, APTL explained that this event was different in that it ended at 11pm and therefore would be easier to manage. The Committees were informed that, in relation to the incidents at the event held on 24/25<sup>th</sup> November 2011, the Police had confirmed within 12 hours of the event that APTL procedures had been robust. APTL would continue to work with the responsible authorities to ensure proper procedures were in place.
- In response to a question it was noted that there were currently no immediate plans for another Alexandra Palace Open Day due to the already busy events schedule. However, the regeneration project included plans for restoration and access and this may increase the involvement of school’s visiting areas of the Palace. A good relationship continued with the BBC, who continued to use the Palace for filming. It was reported that there were still no immediate plans for fireworks display at the Palace. Commercial sponsorships were being investigated but at present would not cover the £20k cost plus possible additional policing costs.

**RESOLVED** to note the report.

**APSC44. REGENERATION UPDATE**

RECEIVED the Regeneration Programme Update report, introduced by Duncan Wilson, Chief Executive, Alexandra Palace as laid out on pages 19 – 23 of the agenda pack.

NOTED

- A conservation architect, Donald Insall Associates, had been appointed.
- The Trust’s bid for funding from English Heritage had been successful and therefore met 80% of the cost of developing the Conservation Management Plan (CMP) (also called Heritage Management Plan (HMP). The Trust was still waiting for a decision on its bid to English Heritage for funding towards the repair and maintenance of the south terrace and the defective roof above the ice rink foyer.
- Heritage Lottery Funding had encouraged the Trust to apply for funding in its major grants round in November. Funds obtained could go towards repairs to the TV Studios.
- The appointment of a spatial master-planner was being considered to assist with developing the Palace and all its areas as a venue and working with partners. Plans would be publicly consulted on around June 2012.
- Committee Members congratulated the Chief Executive and the Head of Regeneration on the positive regeneration plans, and the Managing Director of Alexandra Palace Trading Company for the Trading Company’s success.

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	<ul style="list-style-type: none"> <li>• Asked if there was an alternative plan in place the Chief Executive, Alexandra Palace explained that in addition to the bids for funding the Trust was working to generate income, for Palace repairs and maintenance, through commercial partnerships, although the Heritage Lottery Fund would be the main donor.</li> <li>• The Chief Executive, Alexandra Palace committed to continuing the dialogue with Friends of Alexandra Palace Theatre about the group's vision. The CMP would include a study of the Theatre and would also focus on bringing visitors to the Park and Palace as well as preserving its historical aspects.</li> </ul> <p><b>RESOLVED</b> to note the report.</p>
<b>APSC45.</b>	<b>NON-VOTING BOARD MEMBERS FEEDBACK</b>  None.
<b>APSC46.</b>	<b>ITEMS RAISED BY INTERESTED GROUPS</b>  None.
<b>APSC47.</b>	<b>ANY OTHER BUSINESS OR URGENT BUSINESS</b>  None.
<b>APSC48.</b>	<b>DATES OF FUTURE MEETINGS</b>  3 <sup>rd</sup> April 2012 (provisional)
<b>APSC49.</b>	<b>EXCLUSION OF THE PRESS &amp; PUBLIC</b>  <b>RESOLVED</b> that the press and public be excluded from the meeting in for the consideration of agenda item 13 (minute number 50) as it contains 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).
<b>APSC50.</b>	<b>EVENT PROPOSAL FOR THE PARK</b>  Recommendations approved.

The meeting ended at 20:45 hrs

Colin Marr  
Chair



Report Title: **World Heritage Site status**

Report of: **Duncan Wilson, APP Chief Executive**

**1. Purpose**

1.1 To establish the Board's policy on the SAC/CC recommendation that WHS status should be pursued by Alexandra Palace.

**2. Recommendations**

2.1 That the Board notes the presentation by Clive Carter set out in the paper attached, and agrees (following the recommendations of the SAC/CC) that in principle AP should pursue WHS status, pragmatically noting the timetable for doing so and the need to adopt a "value for money" approach given the likely cost of the exercise.

Report Authorised by: **Duncan Wilson, Chief Executive APP**

Contact Officer: **Duncan Wilson, Chief Executive Alexandra Palace & Park, Alexandra Palace Way, Wood Green N22 7AY Tel No. 020 8365 2121**

**3. Executive Summary**

- 3.1 This report follows a discussion of Clive Carter's paper to the SAC/CC on 8 November, and a parallel presentation by Sue Cole who leads for English Heritage on WHS's. Clive will be representing his paper to the full Board at the meeting. The upshot of the SAC/CC's discussion was a recommendation that there would be support for "the aspiration (that APPCT should pursue).. World Heritage Site recognition" but an acknowledgement that the process would be costly and protracted (the tentative nomination list being closed for a further ten years), and the outcome by no means certain given stiff competition.
- 3.2 Following the tenor of that discussion it is proposed that APPCT undertakes further research on the precise requirements for a WHS bid to be pursued and bears these in mind in the course of pursuing other relevant and more urgent objectives such as regeneration plans including refurbishment and conservation of the BBC studios, the preparation of a Heritage Lottery Fund bid, and the preparation of a Conservation Plan for the whole of Alexandra Palace. This will ensure that we obtain the best value for money in pursuing the objective of WHS status.

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

4.1

## 5. Background

- 5.1 Clive Carter's paper outlines the case for the international importance of the BBC studios as the "birthplace of television". The studios survive in reasonably authentic condition, which is would meet one criterion for inscription as a WHS. This is currently being assessed in detail as part of the work being undertaken by Donald Insall Associates our conservation architects.
- 5.2 There would be benefits to the Palace achieving WHS status in terms of recognition and profile. Some of these would be achievable without WHS designation, and we should be pursuing these anyway given that it would take ten years for our candidacy for the "tentative list" to be assessed by the Department of Culture Media and Sport. Even then we would in all likelihood be added to a list which currently has a number of candidates which might rank higher than AP in competing for UK nomination. The next stage would be competition for designation by UNESCO, against candidates from all over the world
- 5.3 However in my view WHS status will not necessarily and directly bring in financial support to the Palace, although to might underpin other strategies, for example tourism and learning. No grant money is available from ICOMOS/UNESCO for UK World Heritage Sites (it is channelled instead to developing countries' WHS's where the need is demonstrably greater).
- 5.4 To compete successfully for a place on the UK list would take a significant investment (EH estimate £500k) in consultancy studies and reports. It is not likely to add to our chances if we don't do this work thoroughly with independent experts. Having been involved in Chatham's ongoing bid for WHS status I can confirm this from personal experience. This required significant financial support from a number of local authorities and public bodies and has been running for at least five years already.
- 5.5 I am therefore recommending that APPCT do indeed adopt the objective of featuring on the tentative list of UK nominations at the next opportunity, currently ten years away. But I do not recommend that we make our objective of achieving WHS status the feature of a major press/PR campaign at this stage, or constitute a diversion from the more urgent objectives of preparing for regeneration. This process will incorporate during 2012:
- a conservation masterplan already commissioned from Donald Insall Associates, which will assess the condition and authenticity of the BBC studios;
  - a spatial masterplan about to be commissioned which will make recommendations as to how areas including the BBC studios might be used in future, and whether adaptations might be necessary to make this use possible. The lead assumption is that the Studios might constitute a centre for interpretation and learning at the Palace.
  - A bid to the Heritage Lottery Fund to finance the major part of such work, which will have to include a credible and sustainable business case for running any such facility, and a costed refurbishment plan.
- 5.6 As part of this process we should state the case for WHS designation, and our commitment to achieving it. But I do not believe it would help our case to give that

undue weight, given the uncertainty of the eventual outcome and the time we would have to wait.

**5.7 So I can recommend to the Board the SAC's resolution that "the proposal for WHS recognition be supported in principle and that the Board be asked to incorporate this into the Trust's long term regeneration strategy and a feasibility analysis be conducted to identify strengths weaknesses and resources needed". However I would not propose that that feasibility analysis be conducted until after the current work on regeneration planning is complete, ie probably not until late in 2012 at the earliest, given very limited staff and financial resources.**

DW 23.1.12



# Proposal to the Alexandra Park & Palace Trust Board

That the APPTB – with support from Borough of Haringey – should seek **UNESCO World Heritage Site gift-of-inscription** for the South-East wing of Alexandra Palace. To include the BBC television studios, control rooms, dressing and transmitter rooms, telecine area, tower offices and transmission tower

— Features, benefits & advantages —

**1 Totem** ■ AP is a huge, sprawling and eccentric building on a hill. It has a diffuse image and disparate parts. It is hard to brand, categorise or characterise

Our people's palace has suffered from an uncertain purpose and has lacked focus and a focal point

■ Alexandra Palace would benefit from a **symbol** and a main **theme**, meaningful nationally and internationally

■ a long-range strategic goal that would **sustain interest** and **survive changes** in personnel, trading-performance, trusteeship or form-of-governance

■ Ally Pally will remain the most important building in Haringey Borough: ideally, an appropriate goal should be something that **unites** our Trust and the Council in a project of common purpose

■ ideally, we should have a goal that is framed **broadly enough** at the outset to gain wide support. A goal to survive for the long run, which does not attempt to define itself in minutiae at the beginning;

*The main UNESCO requirement*

**2 Trust** ■ There has not always been full confidence in the council's intentions over the future of our Charitable Trust

■ the above Proposal conforms with our Trust's **charitable status** and both the letter and spirit of the remit. The Charity Commission is unlikely to have issues with this proposal

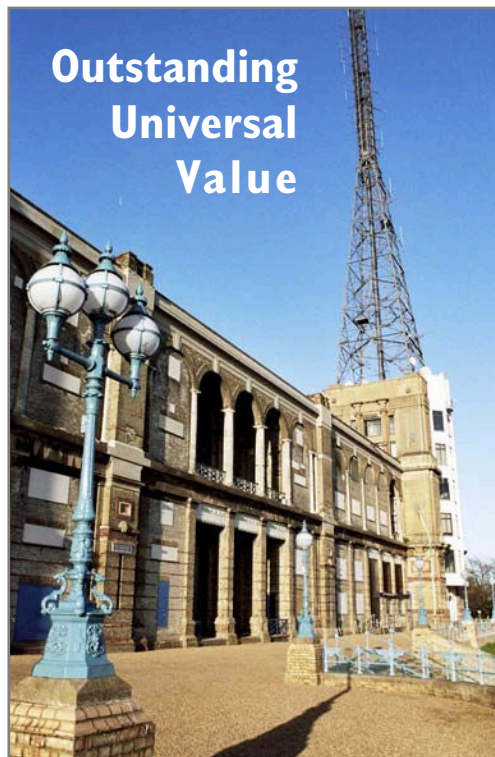
■ it is an **apolitical** goal, likely to **unify** different interests and attract a spectrum of support

■ it would act as a **reassurance** about the future under possible later independent status

■ project a **positive image** for AP & signal a fresh start & a new chapter for our Charity. **Signal** to all, that LBH is serious about AP; a signal not just about the Studios & not just to the BBC

■ application to UN Heritage Committee is within the power and **control** of the Trustee. Would not require negotiations with a lessee nor developer, nor incur huge legal costs

■ our charity and the council could collaborate on a **common goal**, likely to result in side-benefits for the Borough of Haringey ...



PTO





■ if **confidence** could be re-built with respect to the Studios, then that could lead to their original contents & other exhibits – currently held elsewhere – returning to their rightful **home** (e.g. from EMI Archives, BBC Heritage and Bradford Museum)

■ **support** from individuals and groups willing to contribute the time and effort needed towards fulfilling the requirements of UNESCO Heritage status (see Appendix)

■ has the potential to speed up progress on governance and help pull the other threads together;

### 3 Target ■ A clear goal that Londoners would be proud to see and support

■ provides a **strategic aim**, a transparent objective and offers **long-term continuity**. This goal posits a big prize, equal to the building's size and importance

■ this ambition aims not higher, but *highest*. It would boost morale and lift everyone's sights

■ a goal that is **independent** of the form of governance or the composition of the Trustees

■ if achieved, **global awareness**. UN World Heritage Sites are not ten-a-penny

■ if an Application fell at the last hurdle (i.e. at the Paris Committee stage) it would not be a failure, as much good work – especially in the forming of **partnerships** – would have happened in order to advance it to that point;

## 4 Tone ■ The goal of a UNESCO World Heritage gift-of-inscription would set the tone: positive and prestigious

■ a **virtuous circle**: likely to attract **high profile** and **influential Trustees** to a reformed Board

■ attract the most prestigious **corporate sponsors** – and more likely if the municipal connection can be loosened

■ attract **publicity** and attention to Ally Pally – for all the right reasons

■ act as an **impetus** to get things done; enthuses and galvanise others

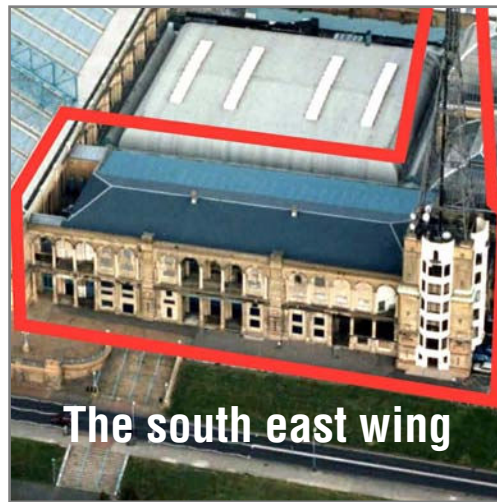
■ **Catalyst** – most physical parts of the palace depend for *their* amelioration, on improvement in *other* parts of the building and in the palace as a whole. The palace needs an overarching metaphysical goal that acts as a *catalyst*

■ **Halo** – UNESCO world heritage is a goal or status that comes with an inevitable halo effect. The Studios are inseparable from the Palace

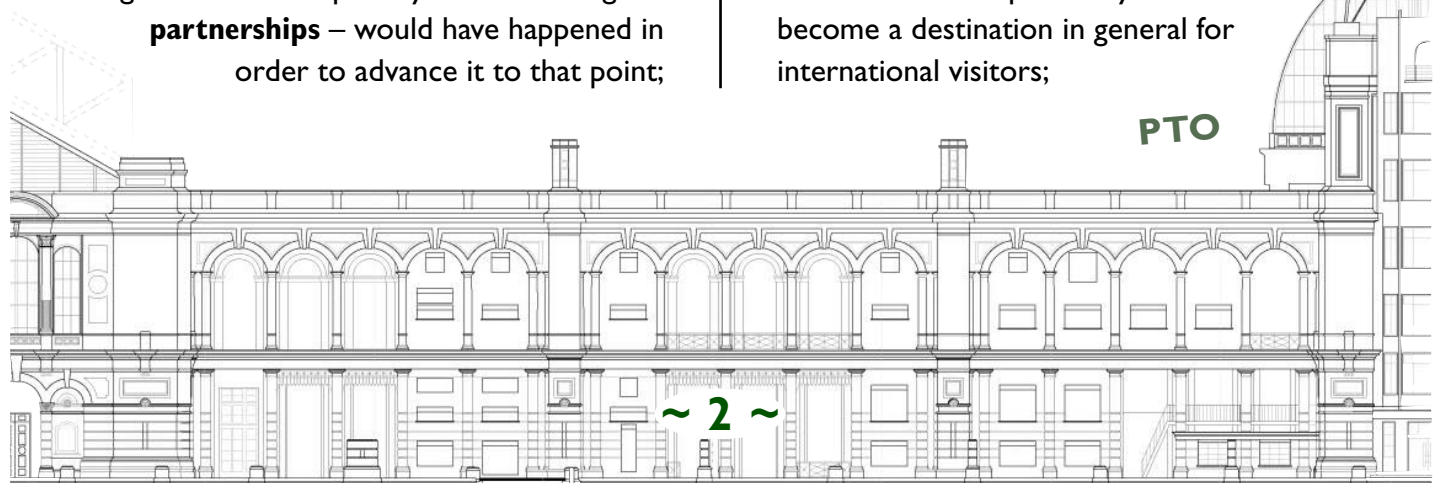
■ Anything else that is proposed or established at AP (such as a hotel) would enjoy a reflected glory and an enhanced status from mere proximity. AP would become a destination in general for international visitors;



Alexandra Palace



The south east wing



**5 Territory** ■ The site at Alexandra Palace is world-unique, surviving mainly because the abandoned television studios have been left undisturbed for so long

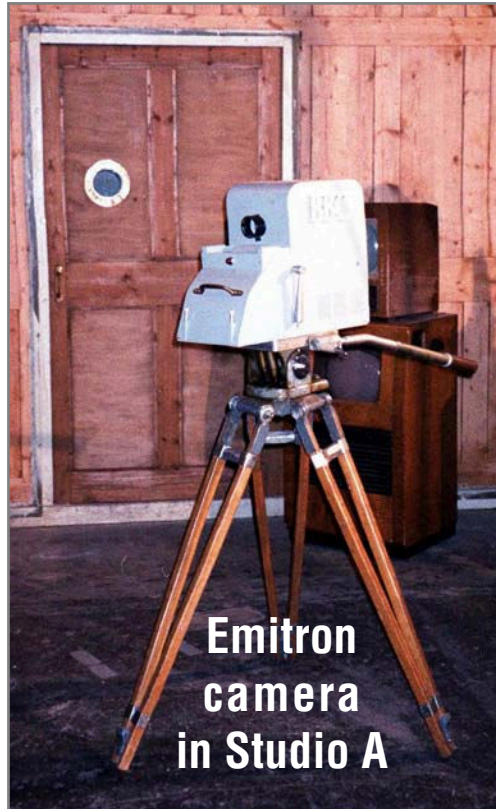
■ In Britain, there were earlier studios (Baird's) at Crystal Palace and at 133 Long Acre. But in 1936 at Ally Pally, all the elements came together to produce the world's first, public, scheduled, 'high-definition', television broadcasting service

■ Abroad, the only other surviving early television premises are probably those in St. Petersburg, which date from a similar time. However it seems that they have been extensively remodelled over the ensuing years and little of the original remains in a recognisable form

In the USA, the original studios at Schenectady and Farnsworth's San Francisco operation are long gone

The Berlin Studio pre-dated the AP studios, but was destroyed in the closing days of World War Two. Unfortunately they were associated with Nazi propaganda

This leaves the south-east wing at Alexandra Palace as the world's oldest surviving television studios and station site



■ would lead to the Studios being brought up to the needed standard, with cost spread over time

■ BBC Studios A & B have the strongest claim to be the birthplace of regular public TV broadcasting in the UK – on 2nd November 1936 – and a strong claim for global significance

■ the case for boosting the status of The London Television Station has been already been set out in detail by the former Head of BBC Heritage Robin Reynolds and others (see Appendix);

**7 Terms** ■ The UN Committee annually confers World Heritage Site status on cultural, natural and 'mixed' sites deemed worthy

■ the relevant UNESCO cultural criteria are,

*"to represent a masterpiece of human creative genius"*

*"exhibits an important interchange of human values, over a span of time or within a cultural area of the world, on developments in ... technology ..."*

*"bears a unique or exceptional testimony to a cultural tradition or to a civilization which is living or which has disappeared"*

■ In general, outstanding universal value

■ Under certain conditions, listed sites can obtain funds from the World Heritage Fund. It is considered in the international community's interests to preserve each site;

PTO

**6 Technical** ■ Recognition is overdue that the Studios – widely known as the birthplace of modern television – are of the highest, international, historical importance

■ Unique Selling Point – the television history is one of the few aspects for which Alexandra Palace is known internationally and the only aspect that is unique





**8 Touchstone** ■ The precedent for UNESCO Heritage listing of the London Television Station, is the Grimeton Radio Station, a little inland from Varberg, Sweden

■ it comprises six masts and dates from 1924. It met Cultural Criteria [ii] & [iv] (below) and it was added to the UN World Heritage list in 2004 –

■ *Criterion (ii):* The Varberg radio station at Grimeton is an **outstanding monument representing the process of development of communication technology** in the period following the First World War

■ *Criterion (iv):* The Varberg radio station is an exceptionally well-preserved **example of a type of telecommunication centre**, representing the technological achievements by the early 1920s, as well as documenting the further development over some three decades

“[UNESCO also] Encourages the State Party [i.e. Sweden] to collaborate with other States Parties in considering a possible transboundary serial extension of similar properties [the 1936 London Television Station ?! ]



GLC plaque on the BBC Tower wall

■ this proposal has already come to the attention of central government. It is possible that material support may follow in future. Governments around the globe recognise the impact and benefit of such recognition;

**10 Teaching** ■ Education is one of the BBC Studios' strongest suits

■ a UNESCO World Heritage listing would come to the notice of educators: *globally*

■ **inspiration:** a history lesson combined with London's finest views. A vision for visitors of all ages and not least for the budding engineers amongst Haringey Borough's school children

■ **stimulation:** possible interactive displays for class visits, children & families

■ Middlesex University in 2004 proposed a Media Campus on this site

■ **encouragement:** it calls attention to a paradigm of towering electronic engineering achievement

■ **innovation:** co-branding with the underplayed regular exhibitor, the *Inventions Show*?

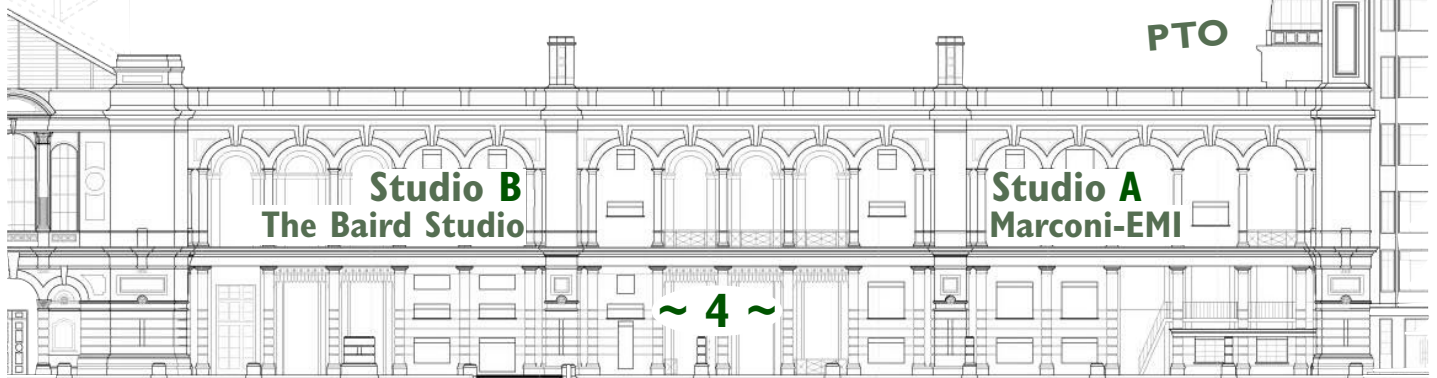
■ **understanding:** One of the things that is so important about what remains at AP, is the understanding it gives us about *how the technology developed* and how the whole operation was conceived and operated. Studios cannot operate in a vacuum, they need scenery shops, dressing rooms, makeup areas, canteen, offices as well as all the technical areas – most of this evidence still exists at AP

**9 Tourism** ■ UN World Heritage Site status would boost awareness, attention and interest among potential international visitors

■ status would fit well with a tourist **hotel**

■ **co-branding** with **Bletchley Park**?

■ would leverage Alexandra Palace's natural advantages: arguably the best panoramic view of London from a hill, atop a park





**1 Tower** ■ The corporate logo of the London Borough of Haringey (first page, top left corner) celebrates the first signals radiating from possibly the first purpose-built television tower in 1936

■ the transmission tower is physically far the tallest structure of the palace, visible from all over the Borough, from much of London and beyond. Moreover, it can be seen from the main line trains bringing people into London from the north. It is literally a high-profile and permanent reminder of the building's history and pioneering work, a much more noticeable link to the hidden studios

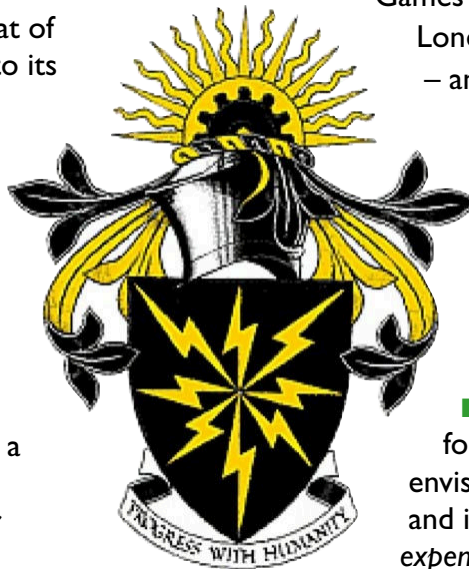
■ the Borough logo also features prominently on the shield on the Coat of Arms. Can Haringey Council return to its past pride in AP's history? [↘]

■ it makes sense to build (metaphorically) on this already **listed** structure. A UN World Heritage accolade (a gift of inscription) would represent the highest flag on the flagship of a rejuvenated Alexandra Palace

■ AP was the first and last time that a broadcaster tried to co-site a set of television studios next to high power transmitters and aerials

[that was done because at the planning stage it was not technically feasible to send the television signals more than a few hundred feet from the studio without degradation. Engineers had to cope with the problems caused by having a high radio frequency electric field in the studios

Even in the canteen it was possible to draw sparks by touching metal cutlery together whenever the transmitters were on! All subsequent studios were built some distance (often many miles) from the transmitter using the coaxial television cable developed by EMI in time for the 1937 Coronation];



Borough  
Coat of Arms:  
Previous pride  
in progress

**12 Timing** ■ Now is the right time to begin planning for the lengthy process of an Application

■ January **2009** marked the end of the long-held policy of sale of Ally Pally to a property developer, that had led to uncertainty about the BBC Studios

■ last year – **2011** – saw the **75th Anniversary** of the birth of television at Alexandra Palace

■ this is the year of the **Olympic Games**, which will be televised from north-east London to a global audience. 54 years earlier and a relatively short distance away, the Olympics

Games of 1948 were broadcast to London from the birthplace of TV – another possible tie-in;

■ the Proposal **looks beyond** the current cash cut-backs, trustees and governance structure

■ the BBC is moving out of White City in west London

■ while funding is at its tightest for the next couple of years, the envisaged public statement of intent and initial groundwork *requires little expenditure* in the short term

■ *reinforces* and may even requires, **governance reform**. One criterion for the UNESCO World Heritage Committee is assuring themselves of the **sound stewardship and governance** of candidate sites

■ former BBC staff at the Studios shortly before and after the war, will now be in their 80s or 90s. It would be good to have their input while they are still able to contribute

**Overleaf:**  
**Texts and**  
**Testimony**



## Texts ■ Appendix; bibliography, credits and references

- *Historical Survey of Television at Alexandra Palace*  
Simon Vaughan, APTS Archivist (2003 – February)
- Mr John Trenouth, former television curator,  
*National Museum of Photography, Film & Television*,  
Bradford
- CIVIX – Media Campus Feasibility Study  
(2004 – August)
- *The Costs and Benefits of World Heritage Site  
Status in the UK* (Price Waterhouse Coopers). A  
major study commissioned by the DCMS (2007)
- AP Building Survey – the studio portions:  
costings from the Schedule of Developer Shell  
Repairs / Approximate Costs and 20-year Forward  
Forecast maintenance costs
- Front facade elevation credit: part of a thesis on  
AP by the Italian architect *Massimo Moscato*

### Relevant submissions to English Heritage (for Grade II STAR status for the whole palace):

- Alexandra Palace – Listing Review – ‘BBC  
Studios’, page 3 (Mortimer MacSweeney; Design  
and Conservation Team; L.B.H. (2007-01-26))
- *The Television Studios at Alexandra Palace – the  
case for preservation*. Robin Reynolds, head of BBC  
Heritage (2007-01-22)

## Testimony ■ This proposal is endorsed by groups and individuals:

- The Mayor of London *Boris Johnson*
- The International Committee for the  
Conservation of the Industrial  
Heritage (TICCIH), *Secretary:*  
*Dr. Stuart Smith OBE*
- UNESCO World Heritage  
site: the 1924 radio station at  
Grimeton, Varberg, Sweden  
*CEO: Dr. Lars Johansson*
- IET – Institution of  
Engineering and Technology  
(*contact: Alan Berry*)
- MPs: *Lynne Featherstone* (Hornsey & Wood  
Green, Government Minister) and *David  
Lammy*, (Tottenham & former Heritage  
Minister) ■ Lord *Tim Clement-Jones CBE*
- Former BBC Director-General *Greg Dyke*
- Former BBC Chairmen: *Lord Grade CBE* and  
*Gavyn Davies OBE*
- Hornsey Historical Society, *Chair: Keith  
Fawkes* ■ Media Historian *Iain Logie Baird*
- AP Television Group, *Chair: John Thompson*
- British Heritage Television Group,  
*Chair: Martin Allen* ■ AP Television Society,  
*Chair: Simon Vaughan*

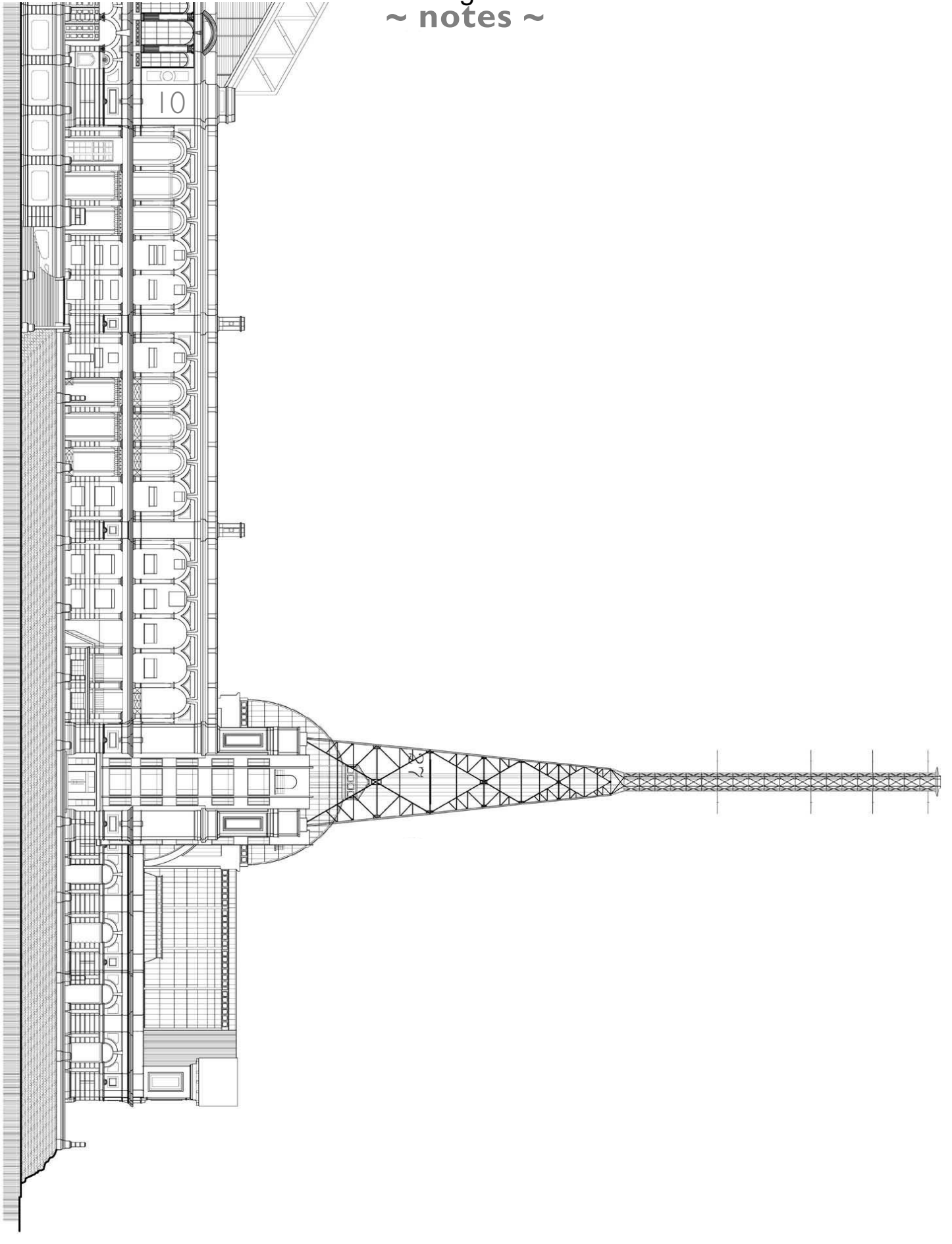


### Risks – The Application would:

- probably take years to gain approval; ■ not be a complete solution to AP's problems;
- need council staff attention; ■ not progress easily without reform both in finance and  
in governance; ■ require long-term commitment by Haringey Council to prosecute
- probably need national & international lobbying; ■ once awarded, UNESCO  
World Heritage site status can be withdrawn if the site is not looked after

2012, February ~ Proposal to Alexandra Palace Trust Board:  
application for UNESCO World Heritage Site status

contact: C D Carter  
clive.carter@gmail.com ~ 020 8341-3652



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**GREATER LONDON AUTHORITY**

Mayor's Office

City Hall  
The Queen's Walk  
More London  
London SE1 2AA  
Switchboard: 020 7983 4000  
Minicom: 020 7983 4458  
Web: [www.london.gov.uk](http://www.london.gov.uk)

**Clive Carter**  
190c Stapleton Hall Road  
Stroud Green  
London N4 4QL

Date: 03 MAY 2011

Dear Mr Carter

**Re: UN World Heritage Site proposal**

Thank you for writing to me seeking support of your application to UNESCO World Heritage Site Recognition for the south-east wing of Alexandra Palace.

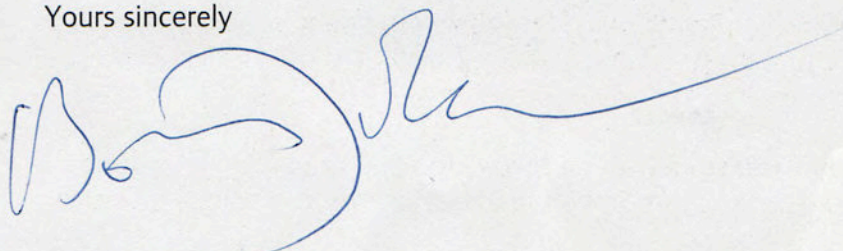
It is important that London's heritage is preserved, experienced and celebrated by Londoners and tourists. I am proud of our four UNESCO world heritage sites in the capital and would like to see more of our historical buildings achieve this status.

Alexandra Palace is an iconic feature of London, it has been a cultural and heritage hub since its opening in 1873. Since then, I believe it has built a good reputation for itself as a premier venue for world-class events and festivals.

I welcome your proposal to gain the world heritage status of the eastern part of the building, acknowledging that it was the first BBC public television transmitting centre from 1935 to 1956.


I would like to wish you all the best with your pursuit for UNESCO World Recognition for the site.

Yours sincerely



**Boris Johnson**  
Mayor of London


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 ENGLISH HERITAGE

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## World Heritage Sites


Sue Cole  
 World Heritage and International Policy  
 English Heritage

  
 ENGLISH HERITAGE

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## World Heritage Sites




- 188 countries across the world have ratified the convention
- There are 936 World Heritage Sites across the world in 153 countries.
- There are 725 cultural sites, 23 mixed sites and 183 natural sites
- The majority of sites (or properties as the World Heritage Committee wants them called) are in Europe.

  
 ENGLISH HERITAGE

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## World Heritage Sites in the UK

- World Heritage Sites (cultural, natural or mixed examples)


  
 ENGLISH HERITAGE


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## World Heritage Sites in the UK

- There are 28 World Heritage Sites in the UK






  
 ENGLISH HERITAGE

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## World Heritage


- World Heritage Sites (WHS) are places of Outstanding Universal Value (OUV), authenticity and integrity. OUV is defined by the World Heritage Committee as "so exceptional as to transcend national boundaries and of importance for present and future generations of all humanity".
- All UK mainland WHS – with the exception of Hadrian's Wall - now have either approved or draft Statements of Outstanding Universal Value. These set out the OUV agreed by the World Heritage Committee at time of inscription. The SOUVs have material weight in the English spatial planning system and, by setting out clearly why the WHS was inscribed, provide an important management tool for owners and stakeholders.

  
 ENGLISH HERITAGE


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## World Heritage


- WHS are often seen as primarily tourist attractions or as drivers of economic regeneration
- Recent research by Price Waterhouse Coopers and by the Lake District candidate WHS has looked at benefits and challenges of WHS status
- There are obligations as well as benefits to WHS status
- By signing up to the Convention the UK government is committed to the identification, protection, conservation, presentation and transmission of its WHS to this and future generations


**World Heritage**  ENGLISH HERITAGE

- WHS range from iconic (usually the early inscriptions with little involvement of anyone else) to the innovative (the more recent inscriptions tend to be focused on gaps on the World Heritage List such as industrial or scientific sites and have a much more inclusive nomination process)
- Whatever their focus the fact that WHS are universally recognised can help with social cohesion and community pride as well


**World Heritage**  ENGLISH HERITAGE

- Blaenavon v Durham >




**Tentative Lists**  ENGLISH HERITAGE

- In order to become a world heritage site a site must be on the national Tentative List
- The most recent UK Tentative List (2011) has 11 candidate sites from the UK and overseas territories chosen from open competition by an independent panel. Each had to demonstrate OUV, show appropriate management systems are in place and the commitment (including finance) and backing of owners and managers
- The next review is likely to take place in 2021-23


**World Heritage**  ENGLISH HERITAGE

- All nominations for WHS are put forward by national Governments from their Tentative Lists to the World Heritage Committee
- Nomination dossiers and accompanying management plans have to show that the proposed site has
  - OUV, authenticity and integrity
  - Fulfils the criteria set out by UNESCO
  - Is unique (demonstrated by examining national and international comparators)
  - Is protected by national legislation
  - Has an effective management system in place

**World Heritage**  ENGLISH HERITAGE

In the UK this effective Management System comprises individual designations, the spatial planning system and World Heritage Management Plans. All UK WHS have Management Plans some of which are on their second or third iteration

- Plans should
  - Appraise the significance and importance of the site
  - Show the extent of the WHS and any buffer zone as appropriate
  - Ensure the physical conservation of the site to the highest standards including assessment of risks eg flooding, climate change
  - Protect the site and its setting from damaging development
  - Provide policies for promotion, interpretation and education
  - Provide clear policies for tourism and access as it affects the site
- Each WHS has Stakeholder Groups (eg Steering Groups, Consultative Committees etc) to oversee development, implementation and review of WHS Management Plans
- Each WHS should have Coordinator if they are to be successful

**World Heritage**  ENGLISH HERITAGE

- Nominations are submitted to the World Heritage Centre and evaluated by the advisory bodies to the Convention ICOMOS, IUCN or sometimes both
- The World Heritage Committee decides whether a site can be inscribed on the World Heritage List based partly on the advisory body evaluations
- The evaluation takes a minimum of 2 years



## Science and Technology World Heritage Sites



- Sites that demonstrate science and technology are few and far between on the World Heritage List and the World Heritage Committee recognise this is a gap which needs to be filled
- However the World Heritage Committee has concerns about how to do this
- The World Heritage Convention is a "site based" convention and moveable items such as laboratory equipment or machinery do not count!
- In light of the issues raised by the "Darwin at Down" nomination the World Heritage Committee is looking again at how scientific sites are judged but this is likely to take some time



**Alexandra Palace & Park Board**

**on 16<sup>th</sup> February 2012**

Report Title: **Chief Executive's report**

Report of: **Duncan Wilson, APP Chief Executive**

**1. Purpose**

1.1 To update the Board on progress in a number of areas not covered by other papers.

**2. Recommendations**

2.1 That the Board notes the attached paper.

Report Authorised by: **Duncan Wilson, Chief Executive APP**



Contact Officer: **Duncan Wilson, Chief Executive Alexandra Palace & Park, Alexandra Palace Way, Wood Green N22 7AY Tel No. 020 8365 2121**

**3. Executive Summary**

This report details progress in a number of areas, for information, as follows:

- Fabric repairs and facilities management
- Recruitment
- Update on Olympic period events programme
- Tender for legal services

Trustees are invited to note these activity reports

**4. Background**

**4.1 Fabric repairs and facilities management**

English Heritage have awarded APPCT a grant of £268k from a total urgent repairs programme costed at £537k. This would include structural repairs to the SW façade, urgent repairs to the theatre roof, and re-roofing of currently derelict areas of the building to the N and S of the ice rink foyer. All of this is targeted at dealing with the most pressing areas of decay and degradation. Most of the work will be carried out post-Olympics.

This grant is in addition to the grant of £52k EH have offered towards the cost of preparing a Conservation Management Plan reported under the regen. report item.

Both of these grants are very good news, not just because of the additional resources which they deliver but also because they represent is a vote of confidence in the direction of travel of the regen. project as whole. We will be issuing a press release shortly, with EH agreement.

We have also reassessed our capital repairs budget with a view to taking a more comprehensive and long term approach. We have already dealt with a number of lift repairs in this way, tied a to a new maintenance contract. We are also looking at a prioritised strategy for dealing with repairs to street lighting in the Park.

#### **4.2 Recruitment and HR (APPCT and APTL)**

With a number of departures from key roles, including that of Rebecca Kane MD of the Trading Company in prospect, we are going through a phase of both temporary and permanent recruitment to ensure that both Trust and Trading Company are appropriately resourced to deal with a very busy year in prospect.

We already have Anna Clover as temporary Head of Events backfilling the role while the post holder is on maternity leave. We are also recruiting a senior catering manager to fill a vacant post, and are looking at candidates on a part time interim basis to take on some of Rebecca's workload. I will be taking on some of the role, as CE of both companies, to strengthen the process of bringing them together. Amanda Sears, Executive Assistant to the MD Trading Company, is also leaving and we are recruiting her replacement too. Rebecca and Amanda have both gone on to senior roles, Rebecca at the O2 as Trustees will be aware. Both have made an outstanding contribution at AP and they leave with our good wishes.

Within the Trust we will also hopefully be appointing a new Estates and Facilities Manager in February; the post has been vacant since October, and applications are now being sifted.

#### **4.3 Events Programme over the Summer**

Rebecca Kane will update Trustees on good progress with planning major events over the summer, including the Olympic Torch Relay and Holland Heineken House.

#### **4.4 Tender Process for Legal Advice to Trust and Trading Company**

We are following LBH procedure for the tendering of legal services to the Trust and Trading Company. The two-part contract will be advertised later this month. Howard Kennedy our present solicitors will not be bidding.

### **Trustees are invited to note these items**

#### **5.0 Legal Comments**

- 5.1 The legal opinion of the Trust's solicitor has been taken into account in the preparation of this report.
- 5.2 The Council's Acting Head of Legal Services has no comments on this report.

#### **6.0 Financial Comments**

- 6.1 The LBH Chief Finance Officer notes the contents of this report.

**Alexandra Palace & Park Board**

**on 16<sup>th</sup> February 2012**

Report Title: **Park Update**

Report of: **Mark Evison, Park Manager, Alexandra Palace Charitable Trust**

**1. Purpose**

1.1 To update the Board with regard to Park management and events

**2. Recommendations**

2.1 That the Board notes the content of the report.

Report Authorised by: **Duncan Wilson, Chief Executive**..... 

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 The report describes the current grounds maintenance and tree works.

3.2 2011 was a good year for bird sightings, a new species was added to the all time list.

3.3 The usual range of park events including the art show, funfair and circus are booked for 2012.

**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. Background**

- 6.1 The grounds maintenance core works continue to be delivered successfully by the contractor, John O'Conner Grounds Maintenance Ltd. The variation items agreed by the Board in April 2011 have been implemented. For example, shrub planting around the boating lake has been carried out and a programme of repainting park benches has begun. Regular baiting of rats in the Park and Palace is keeping the numbers down from previous levels.
- 6.2 Tree safety works are on-going. The whole Park has been surveyed by specialists over the past three years. The backlog of dead, dying and dangerous trees is reducing slowly as the works progress. The number of trees and limbs falling in stormy weather appears to also be reducing as a result of this programme. Another three-year programme of surveys will start in the spring.
- 6.3 Surveying of the street lighting along Alexandra Palace Way and around the Park is underway with a view to bringing forward urgent repairs given that significant sections of lighting are dysfunctional.
- 6.4 The illuminated bollards on the traffic-islands on Alexandra Palace Way are being replaced with new solar powered units. These reduce the consumption of electricity and avoid the need for expensive re-cabling in future. They are also flexible and more able to withstand vehicle strikes.
- 6.5 The Alexandra Park Ornithological Group report that 2011 was a good year for birds. A total of 108 different species were recorded in the study area (which includes the Wood Green Reservoir as well as the Park), the fourth best total on their records. One more species was added to the all time list, namely, Short-eared Owl. Unfortunately, the sighting was a single observer record. This brings the overall species total for the study area up to 174.

## **7. Events**

- 7.1 The Park continues to offer a wide range of events and leisure activities throughout the year.
- 7.2 The annual circus returns to the Fairground car park in April, this year the Great Russian Circus are performing.
- 7.3 The children's funfair is back in May and over Easter as usual. The summer fair starts a little late this year as their usual space is required for the Holland Heineken House tenancy. For those members who may not be aware, Manning's funfairs have been associated with Alexandra Palace for over 100 years.
- 7.4 The Lakeside Art Show returns for a fifth year. Local artists exhibit bespoke art to a different theme each year. The event is free and runs for a nine days in early summer. This exhibition is now on the local calendar along with other events in nearby Queen's Wood.
- 7.5 The Mayor of London's sporting participation funding has helped set up a weekly 5km cross-county run in the park. Organised by Parkrun! The event is one of a series right across the country, they all take place at 9.00am on Saturday mornings. The run is free to enter and is managed by local volunteers. The runners have clocked up around 1,000km since this started in December 2011.

7.6 City and Country Farmers' Markets continue to run their popular weekly markets on the Lower Road.

7.7 The Friends of the Park also co-ordinate a varied programme of activities throughout the year to attract visitors and promote the wildlife and heritage of the park. Topics include history, fungi, birds, trees and bats. Each of their ten walks attracts around 30-40 participants.

**8. Recommendations**

8.1 That the Board notes the content of this report.

**9. Legal Implications**

9.1 The Council's Acting Head of Legal Services has no comments on this report.

9.2 The Trust Solicitor has no comment on this report.

**10. Financial Implications**

10.1 The management works described are funded from the existing Park budget and the Park events contribute to the Trust's income.


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

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

11.1 N/A

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Alexandra Palace & Park Board	on 16 February 2012
Report Title: <b>Regeneration Working Group Update</b>	
Report of: Mark Hopson, Head of Regeneration & Development, Alexandra Park & Palace	
<p><b>1. Purpose</b></p> <p>1.1 To report back on overall progress made by the Alexandra Park &amp; Palace Regeneration Working Group (APPRWG) since the last Board meeting on the 29 November 2011 and the main activities in relation to Stage 2 - Concept Planning.</p> <p>1.2 To update the Board on the most recent discussions with English Heritage in relation to submitted funding bids.</p> <p>1.3 To update the Board on the emerging business plan and financial strategy for the regeneration programme. A full report will be brought to the next Trust Board meeting on the 3 April prior to public consultation.</p> <p>1.4 To update the Board on the Trusts' approach to public consultation.</p> <p>1.5 To note the required timescale extension for stage 2 of the regeneration programme, and the implications of this on the wider programme.</p> <p>1.6 To outline forthcoming key regeneration activity.</p>	
<p><b>2. Recommendations</b></p> <p>2.1 That the Board notes and approves the on-going regeneration related work since the last update on the 29 November 2011.</p> <p>2.2 That the Board notes and approves the emerging business plan and financial strategies outlined and specifically the detail of the information relating to potential funding models.</p> <p>2.3 That the Board considers and approves the approach to public consultation in May 2012.</p> <p>2.4 That the Board notes the forthcoming regeneration milestones.</p> <p>2.5 That the Board formally advises the Council of the emerging issues in particular the potential funding options.</p>	
<p>Report Authorised by: <b>Duncan Wilson, APP Chief Executive</b> </p>	
<p>Contact Officer: <b>Mark Hopson, Head of Regeneration &amp; Development, Alexandra Park &amp; Palace</b></p>	

### 3. Executive Summary

3.1 This report summarises the work of the APPRWG since the last regeneration update to Board on the 29 November 2011.

3.2 The following summarises the key areas of activity since the last Trust Board update:

- Primary market research has now concluded and all major operators have been engaged. The research reaffirms the market opportunity for live events and a strong interest for managing the live events operation at Alexandra Palace.
- Work has commenced to appoint a spatial masterplanning agency which will be responsible for preparing strategic design concepts for the Palace. This work will translate much of the existing information and work completed to date into notional design concepts for the possible future use of the Palace. This work will form the basis of the forthcoming public consultation in May. A presentation on emerging options and progress will be made to the Trust Board at the next meeting on April 3.
- A 10 year operational model and framework for the future APP business centred on a live entertainment anchor has been developed by Colliers. The model has been produced on the basis of existing market intelligence and projected revenue increases from a third party operator managing the live events business and sustained income streams from other uses, the funding model demonstrates that Alexandra Palace could become a financially sustainable proposition. Further analysis and sensitivity testing will be required to ensure assumptions made around emerging scenarios are credible and achievable.
- A number of funding options have been considered by Colliers to assess the type of financial strategy the Trust might need to adopt in order to realise the regeneration programme. Further cost benefit analysis will be required to assess the merits/risks of the options and the appropriate considerations with the Council.
- Provisional capital cost estimates have been developed by Colliers based on previous building surveys undertaken in 2006. Further work will now need to be commissioned to validate these costs in order to finalise the Business Plan and Funding Strategy.

3.3 Following the two recent applications for grant funding to assist with the development of a Conservation Management Plan (CMP) and Emergency Building Repairs, full confirmation has now been received from English Heritage acknowledging the award of grants in full.

3.4 It is proposed that a full public consultation now takes place from the 18<sup>th</sup> May for a period of six weeks to ensure that regeneration proposals are adequately developed, and to allow adequate time for all interested stakeholders to participate. A specialist consultation agency is being commissioned to assist with this work.

3.5 Upcoming milestones for the regeneration programme include scoping and procuring the required services for stage 3, developing the draft spatial design concepts and preparation for a formal public consultation in May.

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

N/A

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

APPB 29 November 2011: Regeneration Update Report

## **6. Progress update**

- 6.1 Although the regeneration programme continues to progress in accordance with the current programmed milestones, there has been a delay in one strand of work that relates to the commissioning of the Spatial Masterplan which is slightly behind schedule.
- 6.2 Primary market research has now concluded and all major operators have been engaged. Overall, the research reaffirms the market opportunity for live events and a strong interest in operating the live events business at Alexandra Palace. Specifically, the research has revealed:
- that the main areas of interest in relation to operating live events would centre on the West Hall, Great Hall & supporting areas including access and egress points
  - that the development opportunity for a Hotel and/or the interest in other activities on the site were unlikely to form part of the core package
  - that any agreement would be in the form of a management agreement (not a lease) which would likely be for a duration of 20-30 years
  - the theatre, BBC studios and use of the park (subject to licensing) could provide for additional opportunities but would be unlikely to form part of the core package
  - that the main live spaces and fabric of the building would need to be stabilised and 'fit for purpose' in relation to any negotiated management contract. This would be the undertaking of the Trust as Landlord
  - that operators would be interested in negotiating on ancillary uses connected to the core live entertainment space such as food and beverage and retail.

### **Spatial Masterplanning**

- 6.3 Work has commenced to commission a spatial masterplanning agency which will be responsible for preparing strategic design concepts for the Palace.
- 6.4 Specifically, the masterplanning agency will need to build upon the significant work undertaken to date and translate this information in to credible design concepts that will form part of the planned public consultation in May. In particular, this work will begin to consider and spatially map out the potential uses for the Palace that could form part of the future offer. This includes the core 'Live Entertainment' spaces, hotel, ancillary catering and retail uses as well public and community spaces.
- 6.5 The appointed agency will work closely with the Trusts' management team and existing consultants to ensure that there is a coherent and comprehensive approach in the development of designs that bind in other strands of work such as the Conservation Management Plan, the emerging Business Plan and Funding Strategy.
- 6.6 A full presentation of the emerging design options will be made at the next Trust Board meeting on the 3 April.

### **Business plan and Funding Strategy**

- 6.7 A 10 year operational model and framework for the future APP business centred on a live entertainment anchor has been developed by Colliers. The model is based on information from:
- Current APP business (income and costs)
  - Market research
  - Colliers' experience

- Meetings with the Trust's Management team to review assumptions and scenarios
- 6.8 However, this modelling includes projected income from areas such as the possible hotel on the Panorama Room site which may be less certain in the current climate. So a more prudent approach might be to assume more gradual reduction in the operating deficit and a lower overall borrowing and investment requirement.
- 6.9 On the basis of existing market intelligence and assuming the uplift in events that operators have indicated they might be able to achieve, the funding model demonstrates that AP could eventually and over time eliminate the deficit funding on the Palace and generate enough income to yield a significant borrowing package for investment in the building.
- 6.10 The model will require further development and sensitivity analysis to ensure that assumptions made around emerging scenarios are credible and achievable. Testing will also need to demonstrate that the business plan is robust enough to secure future finance and grants required to take forward the regeneration programme.
- 6.11 In developing the business plan model, a number of funding options have been considered by Colliers to assess the type of financial strategy the Trust might need to adopt in order to realise the regeneration programme. The funding options considered have been:
- Public finance – by way of prudential borrowing via Haringey Council
  - Private borrowing via financial institutions
- 6.12 The private sector options for borrowing have centred on a 'forward funding' arrangement whereby a lump sum loan is offered against the projected future income streams from business operations. Such an arrangement would require a long leasehold agreement over the site as security against any financial arrangement which would be likely to require separate consultation, Council and Charity Commission approval.
- 6.13 The alternative option would be Prudential Borrowing from LBH. The arrangement costs for this option would probably be significantly lower than those for private finance. It should be noted that the Prudential Borrowing option would be subject to approval from Haringey Council which would depend on availability, and prioritisation of resources as well as approval of the business case. There would need to be a further detailed review of the funding options as well as analysis by the Council's Treasury team and their nominated external advisors.
- 6.14 A further update will be provided at the next Trust Board meeting in April. For the present Trust Board members are asked to agree that discussions proceed to allow a full evaluation of the financing options to take place. The results of this evaluation would be incorporated in the paper submitted to the Trust Board on April 3 prior to full public consultation.

### **Capital costs**

- 6.15 Provisional capital cost estimates have been developed by Colliers based on previous building surveys undertaken in 2006.
- 6.16 Further work will need to be commissioned to validate these estimates and detail the actual costs associated with repairing the main fabric of the building and ensuring that key commercial spaces are brought up to the required standard for operation by third parties. The detailed costings will further inform future iterations of the business plan and funding options so as to ensure the overall business strategy is robust and adequately evidenced based to secure future partners and finance.

6.15 Further update reports will be provided to the Board as this is progressed.

## **7 English Heritage Update**

7.1 Following the two recent applications for grant funding to assist with the development of a Conservation Management Plan (CMP) and Emergency Building Repairs, formal confirmation has now been received from English Heritage acknowledging the award of grants in full.

7.2 Specialist Conservation Architects Donald Insall Associates have been appointed as lead architects to deliver both of the English Heritage projects and are currently on site working to schedule.

## **8 Public consultation**

8.1 Since the last update report to the Trust Board legal advice has been sought on the approach the Trust should take in relation to holding a public consultation for the regeneration proposals. Given the emerging work that would need to be included and the importance of consulting widely, the Regeneration Working Group recommends that formal public consultation is scheduled to begin on 18th May 2012 for 6 weeks so as to ensure regeneration proposals are adequately developed and prepared to allow for a thorough and meaningful consultation.

8.2 A presentation will be made at the next Trust Board on April 3 to sign off key regeneration messages, questions and design concepts.

## **9 Communications Strategy**

9.1 Further revisions have been made to the communications strategy and the timetable has been updated to reflect the changes in the programme related to the public consultation.

## **10 Summary of forthcoming regeneration milestones**

10.1 Looking ahead, there are a number of key outputs planned in relation to the regeneration programme. Primarily, these include:

### **Professional services stage 3**

10.2 Scoping the specialist professional services that will be required for the next stage of the regeneration programme. In particular, this will focus on finalising capital costs estimates for key areas of the building, finalising the business plan and funding strategy, procuring a commercial live entertainment operator and preparing a stage 1 funding bid to HLF. To achieve a successful outcome of this stage, specific professional services will need to be procured in February/March 2012 to ensure seamless continuity moving forward.

### **Public consultation**

10.3 We are preparing for a formal public consultation in May 2012 which will invite views and comments from a broad audience of stakeholders on a draft regeneration strategy and notional design concepts.

- 10.3 A specialist consultation agency will be commissioned in order to oversee and manage the consultation process. This will ensure the Trusts' approach maximises the opportunity for engagement and ensures a good level of participation.
- 10.4 Consultation will likely be in the form of a public exhibition at the Palace which will be widely advertised and promoted.

### **Gateway Review**

- 10.5 We will be preparing for an external gateway review that will audit and validate the programme management approach to date.

### **11 Programme Timescales**

- 11.1 Final approval from Trust Board to proceed to an operator procurement phase is now expected to be requested at the July 2012 Board meeting.
- 11.2 Formal procurement of live events operator is now expected to commence in autumn 2012.

### **12 Consultation**

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

### **13 Recommendations**

- 13.1 That the Board notes the on-going regeneration related work since the last update on the 29 November 2012.
- 13.2 That the Board notes the emerging business plan and financial strategies outlined and specifically the detail of the information relating to potential funding models.
- 13.3 That the Board considers and approves the approach to public consultation in May 2012.
- 13.4 That the Board notes the forthcoming regeneration milestones
- 13.5 That the Board formally advises the Council of the emerging issues in particular the potential funding options.

### **14 Financial Implications**

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

### **15 Legal Comments**

- 15.1 The Council's Head of Legal Services has no comment on this report
- 15.2 The Trust's solicitor's advice has been taken into account in the preparation of this report.

### **16 Financial Comments**

- 16.1 The LBH CFO notes the contents of this report.

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

N/A

Report Title: **FINANCE UPDATE**

Report of: **Nigel Watts, Director of Finance, Alexandra Palace**

**1. Purpose**

1.1 To advise the Board of the results for the nine months to 31<sup>st</sup> December 2011 and of the forecast to year end.

**2. Recommendations**

2.1 The Board is asked to note the results for the nine months to 31<sup>st</sup> December 2011.

2.2 The Board is asked to note that the Trust is expecting to make a £500k reduction to its £2.102m deficit budget for 2011/12, subject to the risks set out in 7.4 below, and to reinvest the £500k saved into the regeneration programme, including capital improvements.

2.3 The Board is asked to approve the Trust's budget for 2012/13, which also shows a £500k saving against an original deficit position of £2.1m, with the £500k saving being reinvested in regeneration as above.

2.4 The Board is asked to add Nigel Watts, the new Finance Director, to the list of approved cheque signatories.



Report Authorised by: **Duncan Wilson, Chief Executive** .....

Contact Officer: Nigel Watts, Director of Finance, Alexandra Palace, Alexandra Palace Way, Wood Green, London N22 7AY. Telephone number 0208 365 4310.

**3. Executive Summary**

3.1 The results for the Trust for the period ended 31<sup>st</sup> December 2011 are tabulated against budget at Appendix 1. Unrestricted income is £15k above budget and unrestricted expenditure is £99k below budget. The net unrestricted deficit is £1.866m, which is £114k below budget.

3.2 The Trust is forecasting to reduce its deficit for 2011/12 by £500k against the

£2.102m budget allocation, subject to the risks as outlined in Section 7.4 to this report.

3.3 The £500k deficit reduction in 2011/12 will be reinvested in regeneration. The Trust forecasts that £139k of this will be spent in 2011/12 and the balance carried over into 2012/13, subject to approval.

3.4 The Trust proposes a budget for 2012/13 in which its deficit is reduced from £2.1m to £1.6, with the £0.5m reduction again being reinvested in regeneration.

3.5 We have taken a holistic view of the regeneration programme, so that it includes not just the cost of planning and preparing the way for consultation and tendering, but also where affordable making capital improvements and long term repairs which we will need to complete before taking the regeneration programme to the next stage.

#### **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. Results for the period to 31<sup>st</sup> December 2011**

6.1 The results for the Trust for period ended 31<sup>st</sup> December 2011 are tabulated against budget at Appendix 1. Unrestricted income is £15k above budget and unrestricted expenditure is £99k below budget. The net unrestricted deficit is £1.866m, which is £114k below budget.

6.2 Income is £15k above budget overall. Community events income is £12k above budget due to additional income for the Trust's share of profits relating to one of the new services on the mast, in line with the contract. The Trust is still in negotiations with lessees regarding other back rents.

6.3 Salaries are £28k below budget due to reduced administration costs. Contracted services are £9k over budget due to additional expenditure on repairs and maintenance.

6.4 Fixed overheads are £6k below budget due mainly to a £4k underspend in insurance. Variable overheads are £14k underspent overall mainly due to lower expenditure on legal fees.

6.5 The regeneration budget is £99k underspent (see separate paper.) We will need this money later in 2012 on current forecasts.



## 7. Forecast for the year to 31 March 2012

7.1 The Trust's current forecast for the year is shown in Table 1 below and compared against its operating budget and the Haringey approved budget. Trading performance is now forecast at £791k compared to a budget of £562k following a strong performance this year.

7.2 In addition, if the Trust is able to recover £112k of back rents it will achieve its target saving of £500k against the Haringey approved budget, giving a Deficit before Regeneration of £1.602m.

**Table 1 – 2011/12 Forecast for the Year vs Budget**

<b>£'000</b>	<b>Haringey Approved Budget A</b>	<b>Operating Budget B</b>	<b>Forecast C</b>	<b>Variance D=C-A</b>
Trust deficit before Regeneration & Gift Aid		(2,505)	(2,505)	
Possible additional rental income		-	112	
APTL Trading result		562	791	
<b>Trust Deficit before Regeneration</b>	<b>(2,102)</b>	<b>(1,943)</b>	<b>(1,602)</b>	<b>500</b>
English Heritage Grant	-	52	34	34
Haringey Contribution	65	65	65	-
<b>Regeneration Expenditure</b>	<b>(65)</b>	<b>(276)</b>	<b>(238)</b>	<b>(173)</b>
<b>Deficit Funding approved by Haringey</b>	<b>(2,102)</b>	<b>(2,102)</b>	<b>(1,741)</b>	<b>361</b>

7.3 In the revised forecast the Trust has reduced its estimate of Regeneration Expenditure for 2011/12 to £238k and deferred of some grant income into next year as a result of the slippage of part of the programme. Together with the deficit reduction, this would allow £361k to be carried forward into 2012/13, subject to approval, which we will need for next year's Regeneration budget.

7.4 The key risks to achieving this forecast are:

- The liability to pay the additional back rent has yet to be acknowledged by the lessees and may prove difficult or costly to recover
- The gift aid forecast depends on the continuing commercial success of the Trading Company.
- The assumption that the Palace and Park do not require unforeseen emergency repair work.

## 8. Budget for 2012/13

8.1 The Trust's proposed budget for 2012/13 is to achieve a Deficit before Regeneration costs of £1.602m. With the Trading Company generating an

expected £1m of gift aid, the Trust's deficit before gift aid and Regeneration will be £2.602m, which is £97k (3.9%) above the forecast for 2012/13. The principal reason for the increase is contractual price rises for utilities of £28k, maintenance of £29k and security of £14k. Other costs are budgeted to rise on average by 1.6%.

**Table 2 – 2012/13 Budget vs 2011/12 Forecast**

<b>£'000</b>	<b>2011/12 Forecast</b>	<b>2012/13 Budget</b>
Trust deficit before Regeneration & Gift Aid	(2,505)	(2,600)
Possible additional rental income	112	-
APTL Trading result	791	1,000
<b>Trust Deficit before Regeneration</b>	<b>(1,963)</b>	<b>(1,600)</b>
English Heritage Grant	34	18
Haringey Contribution	65	50
<b>Regeneration Expenditure</b>	<b>(238)</b>	<b>(850)</b>
surplus brought forward		361
surplus carried forward (subject to approval)	(361)	(79)
<b>Deficit Funding approved by Haringey</b>	<b>(2,102)</b>	<b>(2,100)</b>

8.2 The Board is asked to approve this outline budget.

## 9. Bank Mandate

9.1 The Board is asked to approve the appointment of Nigel Watts as a signatory to the Trust's bank mandate. The approved signatory list will be as follows:

Cllr Cooke	Trustee
Cllr Scott	Trustee
Cllr Hare	Trustee
Duncan Wilson	Chief Executive
Nigel Watts	Finance Director

## 10. Legal and Financial Comments

10.1 The Trust solicitor's advice has been taken into consideration in the preparation of this report.

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

10.3 The London Borough of Haringey Chief Finance Officer notes the content of this report and asks the board to note that the Council will have to formally approve any carry forward request as part of its year end process.

**11. Equalities Implications**

11.1 There are no perceived equalities implications

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

12.1 Appendix I – Results for the period to 31<sup>st</sup> December 2011

## ALEXANDRA PALACE AND PARK CHARITABLE TRUST

## ACTUAL VERSUS BUDGET FOR THE NINE MONTHS ENDED 31ST DECEMBER 2011

£'000	TOTAL TRUST FUNDS			Budget	UNRESTRICTED		Variance %	Annual Budget
	Unrestricted	Restricted/ Designated	Total		Actuals	Variance		
	£	£	£		£	£		
Concessions/Leases	251,579	0	251,579	247,308	251,579	4,271	2%	337,920
Community Events	38,582	0	38,342	27,056	38,582	11,526	43%	29,096
Other	1,599	0	1,599	2,000	1,599	(401)	-20%	150
<b>TOTAL INCOME</b>	<b>291,760</b>	<b>0</b>	<b>291,520</b>	<b>276,364</b>	<b>291,760</b>	<b>15,396</b>	<b>6%</b>	<b>379,166</b>
<b>EXPENDITURE</b>								
Salaries	243,107	0	243,107	271,134	243,107	28,027	10%	366,598
Contracted Services	790,569	0	790,569	781,805	790,569	(8,764)	-1%	1,020,284
<b>TOTAL PRIME COSTS</b>	<b>1,033,676</b>	<b>0</b>	<b>1,033,676</b>	<b>1,052,939</b>	<b>1,033,676</b>	<b>19,263</b>	<b>2%</b>	<b>1,386,882</b>
Fixed overheads	249,678	0	249,678	244,093	249,678	(5,585)	-2%	331,592
Variable overheads	834,225	66,237	900,462	820,672	834,225	(13,553)	-2%	1,166,289
<b>TRUST BEFORE GOVERNANCE COSTS</b>	<b>(1,825,820)</b>	<b>(66,237)</b>	<b>(1,892,297)</b>	<b>(1,841,340)</b>	<b>(1,825,820)</b>	<b>15,271</b>	<b>-1%</b>	<b>(2,505,597)</b>
Regeneration project	39,735	0	33,893	138,955	39,735	99,220	0%	158,607
<b>TOTAL TRUST OPERATION</b>	<b>(1,865,555)</b>	<b>(66,237)</b>	<b>(1,926,190)</b>	<b>(1,980,295)</b>	<b>(1,865,555)</b>	<b>114,491</b>	<b>-6%</b>	<b>(2,664,204)</b>
Contribution from trading								562,000
<b>Net funding requirement</b>								<b>(2,102,204)</b>

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