

---

## Alexandra Palace and Park Board

---

***PLEASE NOTE THE VENUE FOR THE MEETING***

TUESDAY, 24TH JULY, 2012 at 19:30 HRS - CIVIC CENTRE, HIGH ROAD, WOOD GREEN, N22 8LE.

**Councillors:**

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

**Non-voting representatives:**

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

**Observer:**

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

**AGENDA**

**1. APOLOGIES FOR ABSENCE**

**2. URGENT BUSINESS**

The Chair will consider the admission of any late items of urgent business. (Late items will be considered under the agenda item where they appear. New items will be dealt with at items 14 & 19 below)

**3. DECLARATIONS OF INTERESTS**

A member with a disclosable pecuniary interest or a prejudicial interest in a matter who attends a meeting of the authority at which the matter is considered:

- (i) must disclose the interest at the start of the meeting or when the interest becomes apparent, and
- (ii) may not participate in any discussion or vote on the matter and must withdraw from the meeting room.

A member who discloses at a meeting a disclosable pecuniary interest which is not registered in the Register of Members' Interests or the subject of a pending notification must notify the Monitoring Officer of the interest within 28 days of the disclosure.

Disclosable pecuniary interests, personal interests and prejudicial interests are defined at Paragraphs 5-7 and Appendix A of the Members' 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 - 18)**

- i. To confirm the unrestricted minutes of the Alexandra Palace and Park Board held on 7 June 2012 as an accurate record of the proceedings.
- ii. To receive the minutes of the Alexandra Park and Palace Advisory Committee held on 22 May 2012, and to consider any recommendations from that Committee.
- 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 22 May 2012.
- iv. To receive the minutes of the Alexandra Palace and Park Consultative Committee held on 22 May 2012, and to consider any recommendations from that Committee.

#### **6. EXCLUSION OF THE PUBLIC AND PRESS**

Item 7 is likely to be subject of a motion to exclude the press and public from the meeting 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).

#### **7. APPROVAL OF STATUTORY FINAL ACCOUNTS 2011/12 - TO FOLLOW**

To consider the report of the Director of Finance and Resources, Alexandra Palace and Park.

**8. RE - INCLUSION OF THE PRESS AND PUBLIC**

**9. APPROVAL OF 2011/12 ACCOUNTS - TO FOLLOW**

To consider the report of the Director of Finance and Resources, Alexandra Palace and Park. – Alexandra Palace seeking approval of the Trustees' Report and Consolidated Financial Statements for the year ended 31st March 2012.

**10. REPORT OF THE CHIEF EXECUTIVE, ALEXANDRA PALACE (PAGES 19 - 26)**

To receive and consider the report of the Chief Executive, Alexandra Palace, detailing:-

- Governance update and Risk Register reviews
- Update regarding trading and events - including Holland Heineken House and Olympic torch relay

**11. REVIEW OF REGENERATION CONSULTATION RESULTS AND NEXT STEPS (PAGES 27 - 80)**

Report of the Head of Regeneration and Development – Alexandra Palace

**12. PARKS UPDATE (PAGES 81 - 86)**

Report of the Park Manager – Alexandra Palace

**13. REGENERATION UPDATE (PAGES 87 - 214)**

To receive and consider the report of the Chief Executive, and Head of Regeneration – Alexandra Palace, detailing :

- the Gateway Review
- Presentation of final Conservation Management Plan
- Regeneration Business Case and Spatial Masterplan

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

**15. FUTURE MEETINGS**

Tuesday 6 November 2012  
Thursday 7 February 2013

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

Items 17-19 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 3 - information relating to the business or financial affairs of any particular person (including the authority holding that information).

**17. REGENERATION UPDATE (PAGES 215 - 240)**

To consider exempt information pertaining to agenda item 13 above.

**18. REGENERATION MASTERPLAN - WAIVER AND AWARD OF CONTRACT - TO FOLLOW**

Report of the Head of Regeneration and Development – Alexandra Palace

**19. EXEMPT MINUTES (PAGES 241 - 242)**

To confirm the exempt minutes of the Alexandra Palace and Park Board held on 7 June 2012 as an accurate record of the proceedings

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

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

Felicity Parker  
Committees Coordinator  
Tel: 020-8489 2919  
Fax: 020-8881 5218  
Email: felicity.parker@haringey.gov.uk

16 July 2012



**MINUTES OF THE ALEXANDRA PALACE AND PARK BOARD  
THURSDAY, 7 JUNE 2012**

Councillors Cooke (Chair), Demirci, Hare, Peacock, Scott and Williams

Non-Voting V.Paley and N.Willmott  
Representatives:

Also present:

Duncan Wilson – Chief Executive, Alexandra Palace

Mark Evison – Park Manager, Alexandra Palace

Nigel Watts – Director of Finance and Resources, Alexandra Palace

Felicity Parker – Clerk, LB Haringey

**MINUTE  
NO.**

**SUBJECT/DECISION**

<b>APBO204.</b>	<p><b>APOLOGIES FOR ABSENCE</b></p> <p>Apologies for absence were received from Councillor Stewart, Colin Marr and Denis Heathcote.</p> <p>Apologies for lateness were received from Nigel Willmott.</p>
<b>APBO205.</b>	<p><b>URGENT BUSINESS</b></p> <p>There was no urgent business to discuss.</p>
<b>APBO206.</b>	<p><b>DECLARATIONS OF INTERESTS</b></p> <p>There were no declarations of interest.</p>
<b>APBO207.</b>	<p><b>QUESTIONS, DEPUTATIONS OR PETITIONS</b></p> <p>There were no such items.</p>
<b>APBO208.</b>	<p><b>TO NOTE THE APPOINTMENT OF THREE MEMBERS OF THE ALEXANDRA PALACE AND PARK CONSULTATIVE COMMITTEE TO THE BOARD AND THE ALEXANDRA PALACE AND PARK STATUTORY ADVISORY COMMITTEE OBSERVER FOR THE MUNICIPAL YEAR 2012/13</b></p> <p><b>NOTED</b> the appointment of the three Consultative Committee representatives to the Board in a non-voting capacity and observer of the Statutory Advisory Committee for the Municipal Year 2012/13 as follows:</p> <p><u>Non-voting representatives</u> Mr Colin Marr Ms Val Paley Mr Nigel Willmott</p> <p><u>Observer</u> Mr Denis Heathcote (Chair, Alexandra Palace and Park Statutory Advisory Committee)</p>

**MINUTES OF THE ALEXANDRA PALACE AND PARK BOARD**  
**THURSDAY, 7 JUNE 2012**

<p><b>APBO209.</b></p>	<p><b>MINUTES</b></p> <p><b>RESOLVED</b></p> <p>That the unrestricted minutes of the Alexandra Palace and Park Board meeting held on 3 April 2012 be confirmed as an accurate record of proceedings.</p>
<p><b>APBO210.</b></p>	<p><b>REPORT OF THE CHIEF EXECUTIVE</b></p> <p>Duncan Wilson – Chief Executive – introduced the report as set out in the agenda pack.</p> <p><b>NOTED</b></p> <ul style="list-style-type: none"> <li>• Bates Wells and Braithwaite had been appointed as Trust Lawyers. The appointment had been confirmed on 21 May 2012 and BWB would be asked to attend the next Board meeting on 24 July 2012.</li> <li>• The ticketed torch relay event at Alexandra Palace had sold out within 40 minutes.</li> <li>• The Red Bull event was an overall success. There were some noise issues, but if a similar event were to take place again then these issues could be dealt with. It was important to remember that the event took place between midday and 17.00 – so any noise disturbance would have occurred during this time. Another event had also taken place on the same day in Priory Park nearby, so some complaints received regarding noise could have been due to the other event and not Red Bull.</li> <li>• Due to the bad weather, it had not yet been possible to reseed the grass – this would happen in due course, and would be reseeded with the same acid-tolerant species already present in the park turf.</li> <li>• Councillor Cooke informed the Board that the event had been a success on social media sites.</li> <li>• The Diamond Jubilee picnic had taken place inside the Palace due to the bad weather. Despite the weather, it was still a success.</li> <li>• The Romanian Cultural Olympiad event was no longer going ahead.</li> <li>• Duncan Wilson drew the Board's attention to the Building Exploratory report which addressed the feasibility of the possibilities for a formal learning programme at Alexandra Palace.</li> <li>• A discussion followed on the Building Exploratory report, where the following points were raised: <ul style="list-style-type: none"> <li>- the report presented a simple programme which could work well</li> <li>- there were some worries that not all areas of the Palace were incorporated, for example, there could be a stronger element of learning about television and transmission</li> <li>- the programme was aimed at Primary Schools, as it was easier to fit in with the National Curriculum. As the programme developed it might be possible to include secondary schools where the information would be at a more technical level</li> </ul> </li> </ul> <p><b>RESOLVED</b></p> <p>i) That the appointment of new lawyers Bates Wells and Braithwaite</p>

**MINUTES OF THE ALEXANDRA PALACE AND PARK BOARD**  
**THURSDAY, 7 JUNE 2012**

	<p>had been appointed as Trust Lawyers be noted;</p> <p>ii) that the events programme for the next three months, in particular major concerts, the Olympic Torch relay and Holland Heineken House be noted;</p> <p>iii) that the publication of the findings of the independent security review of the November 2011 Lock and Load event be noted; and</p> <p>iv) that the appointment of a Learning Officer to organise a programme of mainly schools-based learning covering the Palace and Park on a one year contract, extendable by a further two years subject to successful grant applications be approved.</p>
<b>APBO211.</b>	<p><b>GOVERNANCE</b></p> <p>Duncan Wilson – Chief Executive – introduced the report as set out in the agenda papers.</p> <p>NOTED</p> <ul style="list-style-type: none"> <li>• The report picked up from work carried out in 2011 and ratified by the Board on taking forward some practical governance improvements, which could be implemented without major and time consuming statutory changes.</li> <li>• Councillor Cooke commented that he was pleased to see this report presented to the Board.</li> <li>• It was proposed that for the present up to three advisory members could be appointed to the Board, but that could change in the future, as required. The advisors would not be required to attend every Board meeting, but be available to provide advice and expertise on request. The advisors would not be paid a stipend for these duties. Duncan Wilson agreed to report back to the Board specific suggestions.</li> </ul> <p><b>RESOLVED that</b></p> <p>i) that approval be given to progressing /furthering the appointments in an advisory non-voting capacity to the Alexandra Palace and Park Board in certain specialist areas of expertise, in line with earlier decisions of the Board;</p> <p>ii) the decision of May 2011 in relation to the setting up of an informal Finance, Resource and Audit informal Working Group to follow the APTL Finance and Resources and Audit Committee be enacted, and that a representative be appointed to succeed Councillor Waters;</p> <p>iii) that approval be given in principal to the Chief Executive of the Alexandra Palace and Park Trust becoming the Chief Executive of the Alexandra Palace Trading Company, to integrate more closely the operations of the two bodies.</p>
<b>APBO212.</b>	<p><b>PARK UPDATE</b></p> <p>Mark Evison – Park Manager – introduced the report as set out in the agenda papers.</p> <p>NOTED</p>

**MINUTES OF THE ALEXANDRA PALACE AND PARK BOARD  
THURSDAY, 7 JUNE 2012**

	<p><u>Dog Control Orders</u></p> <ul style="list-style-type: none"> <li>• Haringey Council was in the process of consulting on Dog Control Orders. The report details the proposals for Alexandra Park and requests authorisation for Officers to make a formal response to the consultation.</li> <li>• The following had been omitted from the original report at paragraph 10.1: “The Council’s Head of Legal Services has no comments on this report, save to confirm that the Council, as a “primary authority” – within the meaning of the Clean Neighbourhoods and Environment Act 2005 – has a discretion to make dog control orders, and that such orders can be made in relation to Alexandra Palace and Park, being “land which is open to the air and to which the public are entitled or permitted to have access (with or without payment)”.</li> <li>• Enforcement of the order would be by Local Authority Enforcement Officers, but it was hoped that this responsibility could be passed to the park security patrol.</li> <li>• Signage would be provided by the Local Authority.</li> <li>• Following a discussion about dog owners allowing dogs to damage trees in the Park, Councillor Hare suggested that a trail camera could be installed at problem sites. Mark Evison agreed to look into the practicalities of this.</li> </ul> <p><u>Road resurfacing</u></p> <ul style="list-style-type: none"> <li>• The resurfacing had been completed on 1 June. Funding for the resurfacing had been provided by the Local Authority, with a contribution of £35k from Alexandra Palace.</li> </ul> <p><b>RESOLVED</b></p> <ul style="list-style-type: none"> <li>i) <b>that following consideration of the proposals for Dog Control Orders, Officers be authorised to respond formally to the Council;</b></li> <li>ii) <b>that the Advisory and Consultative Committees be requested to consider the proposals for Dog Control Orders and respond to the Council accordingly;</b></li> <li>iii) <b>that the progress of the work to resurface Alexandra Park Way be noted; and</b></li> <li>iv) <b>that the plans for a trail of sporting tree sculptures to be carved during the Olympic Games be noted.</b></li> </ul>
APBO213.	<p><b>REGENERATION UPDATE</b></p> <p>Duncan Wilson – Chief Executive – introduced the report as set out in the agenda papers.</p> <p><b>NOTED:</b></p> <ul style="list-style-type: none"> <li>• The tabled document – ‘Regeneration Round Up’ – which outlined the progress on the consultation so far.</li> <li>• The consultation had been extended by a couple of weeks. The final date would be at the end of June.</li> <li>• Focus groups would be set up and would cover the whole borough. There was information about the consultation available in all libraries in an attempt to reach residents across the whole borough.</li> <li>• Councillor Demirci asked whether the 10,000 copies of the resident letter and survey to the ‘local area’ included Tottenham. Duncan Wilson explained that</li> </ul>

**MINUTES OF THE ALEXANDRA PALACE AND PARK BOARD**  
**THURSDAY, 7 JUNE 2012**

	<p>the local area in the instance was the surrounding wards to Alexandra Palace. Councillor Demirci reiterated the need to include the whole borough in the consultation.</p> <ul style="list-style-type: none"> <li>• A theatre specialist had been appointed to help undertake an assessment of and evaluate the possibilities for the use of the theatre and to develop a business case. Councillor Hare asked whether the Friends of the Theatre had been consulted / involved in the process. Duncan Wilson informed Councillor Hare that he had been in correspondence with Nigel Wilmott, and would set up a meeting with the Friends of the Theatre.</li> <li>• Specialists had been appointed to pull together the Heritage Lottery Fund bid – this would need to be submitted by November.</li> <li>• Forthcoming milestones – Gateway Review and the procurement of a professional services team.</li> <li>• Results of the consultation exercise will be reported back to the next Board meeting on 24 July 2012.</li> </ul> <p><b>RESOLVED</b></p> <p>i) that the on-going regeneration related work particularly in relation to public consultation be noted;</p> <p>ii) that the theatre and HLF consultancy appointments be noted; and</p> <p>iii) that the forthcoming regeneration activity be noted.</p>
<b>APBO214.</b>	<p><b>FINANCE UPDATE</b></p> <p>Nigel Watts – Director of Finance and Resources, Alexandra Palace – introduced the report as set out in the agenda papers.</p> <p><b>NOTED:</b></p> <ul style="list-style-type: none"> <li>• The first paragraph on page 78 of the report referred to the predicted achievement of the £500k reduction in deficit target. This was based on the assumption that £90k back rent would have been recouped from Campsbourne, which was no longer the case, meaning that the target may not be achieved.</li> </ul> <p><b>RESOLVED</b></p> <p><b>that the draft, unaudited results for the financial year ended 31<sup>st</sup> March 2012 be noted.</b></p>
<b>APBO215.</b>	<p><b>ANY OTHER UNRESTRICTED BUSINESS THE CHAIR CONSIDERS TO BE URGENT</b></p> <p>There was no such business.</p>
<b>APBO216.</b>	<p><b>FUTURE MEETINGS</b></p> <p>NOTED the dates of future meetings as follows:</p> <p>Tuesday 24 July 2012          Tuesday 6 November 2012          Thursday 7 February 2013</p>

**MINUTES OF THE ALEXANDRA PALACE AND PARK BOARD  
THURSDAY, 7 JUNE 2012**

<b>APBO217.</b>	<p><b>EXCLUSION OF THE PUBLIC AND PRESS</b></p> <p><b>RESOLVED</b> that the press and public be excluded from the meeting for the consideration of agenda items 14 and 15 (minute items 218 and 219) 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 that 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 the information) and Para 7 – any action taken or to be taken in connection with the prevention, investigation or prosecution of crime.</p>
<b>APBO218.</b>	<p><b>SUMMARY OF EXEMPT / CONFIDENTIAL PROCEEDINGS</b></p> <p><b>APBO219    EXEMPT MINUTES</b></p> <p>The exempt minutes of the meeting held on 3 April 2012 were confirmed as a correct record of proceedings.</p> <p><b>APBO220    EXEMPT REPORT – SPECIALIST CONSERVATION ARCHITECT – CONTRACT EXTENSION</b></p> <p>The recommendations were agreed</p> <p><b>APBO221    ANY OTHER EXEMPT BUSINESS THE CHAIR CONSIDERS TO BE URGENT</b></p> <p>There was no such business.</p>

The meeting finished at 21:15 hours

COUNCILLOR MATT COOKE

Chair

**MINUTES OF THE ALEXANDRA PARK AND PALACE ADVISORY COMMITTEE.  
TUESDAY, 22 MAY 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 Beacham	:	Alexandra Ward
Councillor Christophides	:	Bounds Green Ward
Councillor Erskine	:	Fortis Green Ward
*Councillor Gorrie	:	Hornsey Ward
Councillor Jenks	:	Muswell Hill Ward
Councillor Gibson	:	Noel Park Ward
Councillor Griffith	:	Council Wide appointment
*Councillor Dogus	:	Council Wide appointment

Also in attendance:

Duncan Wilson – Chief Executive – Alexandra Palace  
Mark Evison – Park Manager, Alexandra Palace  
Felicity Parker – Clerk to the Committee (LB Haringey)  
Sam Davidson – Building Schools for the Future (LB Haringey)

**MINUTE  
NO.**

**SUBJECT/DECISION**

<b>APSC51.</b>	<p><b>ELECTION OF CHAIR FOR THE MUNICIPAL YEAR 2012/13</b></p> <p>The Clerk sought nominations for Chair of the Alexandra Park and Palace Statutory Advisory Committee for the 2012/13 Municipal Year. David Liebeck nominated Denis Heathcote and David Frith seconded the nomination.</p> <p>There being no further nominations it was:</p> <p><b>RESOLVED</b></p> <p>That Denis Heathcote (Muswell Hill and Fortis Green Association) was duly elected as the Chair of the Alexandra Park and Palace Statutory Advisory Committee for the 2012/13 Municipal Year.</p> <p style="text-align: center;"><u><b>Denis Heathcote in the Chair</b></u></p>
<b>APSC52.</b>	<b>ELECTION OF VICE-CHAIR FOR THE MUNICIPAL YEAR 2012/13</b>

**MINUTES OF THE ALEXANDRA PARK AND PALACE ADVISORY COMMITTEE.  
TUESDAY, 22 MAY 2012**

	<p>The Chair asked for nominations for the Vice-Chair of the Alexandra Park and Palace Statutory Advisory Committee for the 2012/13 Municipal Year.</p> <p>As there were no nominations it was:</p> <p><b>RESOLVED</b> That the decision be deferred to a future meeting.</p>
<b>APSC53.</b>	<p><b>MEMBERSHIPS</b></p> <p>The 7 qualifying associations for the Committee had confirmed their agreed allocation of places on the Committee for 2012/13</p> <p>NOTED that there was one vacancy on the Committee.</p> <p><b>RESOLVED</b></p> <p>i. That the allocation of 7 of the 8 places from the qualifying Associations to the Alexandra Palace and Park Advisory Committee for the Municipal Year 2012/13 as detailed below be noted:</p> <p><u>Nominated Members</u>  Alexandra Residents' Association: Ms Jane Hutchinson  Bounds Green and District Residents' Association: Mr Ken Ranson  Muswell Hill and Fortis Green Association: Mr Denis Heathcote  Palace Gates Residents' Association: Ms Jackie Baker  Palace View Residents' Association: Ms Elizabeth Richardson  The Rookfield Association: Mr David Frith  Warner Estate Residents' Association: Mr David Liebeck  Plus 1 vacancy</p> <p>i. The Statutory Advisory Committee Urgency Sub Committee members for the Municipal Year 2012/13 as detailed below be noted:</p> <p>Cllr Jenks  Cllr Gibson  Jane Hutchinson  1 vacancy</p>
<b>APSC54.</b>	<p><b>APOLOGIES FOR ABSENCE</b></p> <p>Apologies for absence were received from Councillor Dogus, Councillor Gorrie and Jane Hutchinson.</p>
<b>APSC55.</b>	<p><b>ADJOURNMENT</b></p> <p>The Statutory Advisory Committee adjourned to enable the Joint Informal Meeting of the Statutory Advisory Committee and Consultative Committee to take place.</p>
<b>APSC56.</b>	<p><b>DECLARATIONS OF INTEREST</b></p>



**MINUTES OF THE ALEXANDRA PARK AND PALACE ADVISORY COMMITTEE.  
TUESDAY, 22 MAY 2012**

	<p>Councillor Beacham declared a non-prejudicial interest in respect of any planning issues discussed during item 8, as he was a member of the Planning Committee.</p> <p>Councillor Christophides declared a prejudicial interest respect of any planning issues discussed during item 8, as he was a member of the Planning Committee.</p> <p>Councillor Jenks declared a personal interest as he was a member of the Warner Estate Residents Association (WERA).</p>
<b>APSC57.</b>	<b>MINUTES AND MATTERS ARISING</b> <ul style="list-style-type: none"> <li>i) The minutes of the Statutory Advisory Committee meeting held on 6 March 2012 were approved as a correct record.</li> <li>ii) The minutes of the Joint Informal meeting of the Statutory Advisory Committee and Consultative Committee (SAC/CC) held on 6 March 2012 were noted.</li> </ul>
<b>APSC58.</b>	<b>PARK ACTIVITIES UPDATE</b> <p>The Committee noted the discussion held during the Joint SAC/CC meeting.</p> <p>Councillor Christophides left the room whilst the proposal for a water storage tank at the Cricket Club was discussed.</p> <p>The Committee was not satisfied that enough information had been provided with regards to the proposal.</p> <p>Duncan Wilson – Chief Executive, Alexandra Palace – suggested that a site visit be arranged for members of the SAC (and interested members of the CC).</p> <p><b>RESOLVED</b> that no recommendations be made to the Board until SAC members have been provided with a detailed proposal.</p>
<b>APSC59.</b>	<b>RECENT AND FORTHCOMING EVENTS</b> <p>The Committee noted the discussion during the Joint SAC/CC meeting.</p>
<b>APSC60.</b>	<b>REGENERATION</b> <p>The Committee noted the discussion during the Joint SAC/CC meeting.</p>
<b>APSC61.</b>	<b>ANY OTHER BUSINESS</b> <p>None</p>
<b>APSC62.</b>	<b>DATES OF FUTURE MEETINGS</b> <p>Tuesday 17 July 2012 Tuesday 16 October 2012 Tuesday 15 January 2013</p>

**MINUTES OF THE ALEXANDRA PARK AND PALACE ADVISORY COMMITTEE.  
TUESDAY, 22 MAY 2012**

--	--

The meeting ended at 21.30 hrs

Denis Heathcote

Chair

Signed by the Chair .....

Date .....

**MINUTES OF THE JOINT INFORMAL MEETING OF THE ALEXANDRA PARK & PALACE  
STATUTORY ADVISORY COMMITTEE AND THE ALEXANDRA PALACE AND PARK  
CONSULTATIVE COMMITTEE  
TUESDAY, 22 MAY 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 D. Heathcote
Palace Gates Residents' Association	: *Ms J. Baker
Palace View Residents Association	: *Ms E. Richardson
The Rookfield Association	: Mr D. Frith
Warner Estate Residents' Association	: Mr D. Liebeck
1 Vacancy	

**Advisory Committee Appointed Members:**

Alexandra Ward	:	Councillor Beacham
Bounds Green Ward	:	Councillor Christophides
Fortis Green Ward	:	Councillor Erskine
Hornsey Ward	:	*Councillor Gorrie
Muswell Hill Ward	:	Councillor Jenks
Noel Park Ward	:	Councillor Gibson
Council-wide Member	:	Councillor Griffith
Council-wide Member	:	*Councillor Dogus

**Consultative Committee Nominated Members:**

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

**Consultative Committee Appointed Members:**

Councillor Cooke  
Councillor Demirci  
Councillor Hare  
\*Councillor Peacock

**MINUTES OF THE JOINT INFORMAL MEETING OF THE ALEXANDRA PARK & PALACE  
STATUTORY ADVISORY COMMITTEE AND THE ALEXANDRA PALACE AND PARK  
CONSULTATIVE COMMITTEE  
TUESDAY, 22 MAY 2012**

Councillor Scott  
Councillor Stewart  
\*Councillor Williams

**Also attending**

Duncan Wilson – Chief Executive – Alexandra Palace  
Mark Evison – Park Manager, Alexandra Palace  
Felicity Parker – Clerk to the Committee (LB Haringey)  
Sam Davidson – Building Schools for the Future (LB Haringey)

<b>MINUTE NO.</b>	<b>SUBJECT/DECISION</b>
<b>APSC64.</b>	<p><b>ELECTION OF CHAIR</b></p> <p>The Clerk sought nominations for a chair of the meeting. Dennis Heathcote proposed Colin Marr, this was seconded by Colin Richell and it was:</p> <p><b>RESOLVED</b> that Colin Marr act as Chair of the meeting.</p> <p style="text-align: center;"><u>COLIN MARR IN THE CHAIR</u></p>
<b>APSC65.</b>	<p><b>APOLOGIES FOR ABSENCE</b></p> <p>Apologies for absence were received from Gordon Hutchinson (Friends of Alexandra Park) and Councillors Demirci, Dogus, Gorrie, Peacock and Williams.</p>
<b>APSC66.</b>	<p><b>DECLARATIONS OF INTEREST</b></p> <p>Councillor Beacham declared a non-prejudicial interest in respect of any planning issues discussed during item 8, as he was a member of the Planning Committee.</p> <p>Councillor Christophides declared a prejudicial interest respect of any planning issues discussed during item 8, as he was a member of the Planning Committee.</p> <p>Councillor Jenks declared a personal interest as he was a member of the Warner Estate Residents Association (WERA).</p>
<b>APSC67.</b>	<p><b>MINUTES AND MATTERS ARISING</b></p> <p>i) The minutes of the Joint Informal meeting of the Statutory Advisory Committee and Consultative Committee (SAC/CC) held on 6 March 2012 were approved as a correct record.</p> <p>ii) The minutes of the Statutory Advisory Committee meeting held on 6 March 2012 were noted.</p>

**MINUTES OF THE JOINT INFORMAL MEETING OF THE ALEXANDRA PARK & PALACE  
STATUTORY ADVISORY COMMITTEE AND THE ALEXANDRA PALACE AND PARK  
CONSULTATIVE COMMITTEE  
TUESDAY, 22 MAY 2012**

**APSC68. PARK ACTIVITIES UPDATE**

RECEIVED the Park Activities Update as set out in the agenda papers, introduced by Mark Evison – Park Manager, Alexandra Park.

NOTED

Red Bull

- The Red Bull event had taken place over the weekend – the event was considered to be a success, with around 14,000 visitors to the park. Some local residents had raised issues raised over noise from the PA systems, but it was pointed out that the PA system was only used from noon until 5pm. A noise assessment had been carried out and results would be reported back to the Chief Executive in due course.
- Overall, the event was seen as positive for the Palace and Park and the wide publicity for it has helped raised the profile of Alexandra Palace.
- Members of the Committee raised concerns that the popularity of this event should not mean that the same space would be used regularly for events, which would then restrict the use of the park for other users. Whilst it was accepted that parts of the park could be used for income generating events, it was important that any disruption to the park and park users from such events should be proportionate to the income to the Trust. In the case of Red Bull there were concerns that the disruption may have been disproportionately large.
- Councillor Cooke explained that the Trustees would not allow the park to be completely taken over by any event. The Park cost £0.5m per year to maintain, and whilst the Trust did not exist purely to make money out of the Palace and Park, any profits made from events were put back into the company. Councillor Cooke also made the point that the Pitch and Putt area took up the same space at the Red Bull event, but for the whole year, and was 25 times less profitable than the Red Bull event.
- The Chairman requested that in future if there is a choice between hosting an event like this in the park and an event in the Great Hall, which would yield a comparable return to the Trust, then the decision should be in favour of a Great Hall event.
- In response to whether the organisers would be allowed to hold an event in the future, Duncan Wilson explained that based on what had happened so far, they would be but until the whole process had been completed (i.e. removal of all equipment from the Park), he would not make any decisions.

Road resurfacing

- Haringey Council were resurfacing the road through the grounds, and should be completed by mid June. There were some disruptions to the W3 bus route during this time.

Cricket ground improvements

- Sam Davidson attended to provide an update on the proposals since the last meeting. Other options to conceal the tank had been explored, and it was considered that the option of burying the tank was too expensive, would be difficult to maintain and could make the project financially unviable. It was

**MINUTES OF THE JOINT INFORMAL MEETING OF THE ALEXANDRA PARK & PALACE  
STATUTORY ADVISORY COMMITTEE AND THE ALEXANDRA PALACE AND PARK  
CONSULTATIVE COMMITTEE  
TUESDAY, 22 MAY 2012**

	<p>estimated that this could cost an additional £20-30k, plus ongoing maintenance. The preferred option was to install the tank above ground, with planting to camouflage.</p> <ul style="list-style-type: none"> <li>• Councillor Hare asked about the option of moving the tank to the car park, as discussed at the last meeting. Sam Davidson explained that there were two issues with this – the entrance to the clubhouse would be impeded and it would be difficult to run the mains pipe to the tank.</li> </ul> <p><b>NOTED</b> the Committee's request that a detailed proposal is provided before any recommendation was put to the Alexandra Palace and Park Board. It was suggested that a site visit be carried out with members to provide further detail.</p> <p><b>RESOLVED</b> that the report be noted, but no recommendation be made to the Alexandra Palace and Park Board with regards to the cricket ground improvements until further information was provided.</p>
<b>APSC69.</b>	<p><b>RECENT AND FORTHCOMING EVENTS</b></p> <p>RECEIVED the papers as set out in the agenda pack, introduced by Duncan Wilson – Chief Executive, Alexandra Palace and Park.</p> <p>NOTED</p> <ul style="list-style-type: none"> <li>• The schedule of events - preparations for Holland Heineken House was running to plan, the Olympic Torch relay celebration would take place at the Palace on 25 May and a Diamond Jubilee community event would take place over the Bank Holiday.</li> <li>• The report included the recommendations of the Lock and Load security review. It was reassuring to note that the independent consultants had concluded that the two deaths were not in any way attributable to the actions or omissions of APTL, the promoter's or the contractor's staff. Councillor Cooke added that the report had been considered in detail by the Board, who were confident that the best systems were now in place.</li> </ul> <p><b>RESOLVED</b> to note the report.</p>
<b>APSC70.</b>	<p><b>REGENERATION</b></p> <p>RECEIVED the report as set out in the agenda pack, introduced by Duncan Wilson – Chief Executive, Alexandra Palace and Park.</p> <p>NOTED</p> <ul style="list-style-type: none"> <li>• Duncan Wilson drew attention to the appendices – consultation plan and key messages. This consultation had a different approach to previous consultations in that it was more open-minded and started from a design plan. If further consultation was required, then this would happen.</li> <li>• The chairman commented that although he was entirely supportive of the</li> </ul>

**MINUTES OF THE JOINT INFORMAL MEETING OF THE ALEXANDRA PARK & PALACE  
STATUTORY ADVISORY COMMITTEE AND THE ALEXANDRA PALACE AND PARK  
CONSULTATIVE COMMITTEE  
TUESDAY, 22 MAY 2012**

	<p>consultation plan it was regrettable that neither the Joint Consultative nor the Advisory Committee had the opportunity to contribute to or review the consultation document and key messages.</p> <ul style="list-style-type: none"> <li>• Members of the Committee commented favourably that this public consultation provided the opportunity for wide discussion and debate. The general feeling was that the proposed uses and the way forward for the Palace and Park was positive.</li> <li>• A mailshot would be sent to 10,000 residents within the next week, and Duncan Wilson would be setting up meetings with all local residents associations to discuss the consultation. At the Red Bull event, staff used iPads to carry out consultation surveys with attendees during the event.</li> <li>• The consultation website went live on the evening of 17 May and would run for 6 weeks.</li> <li>• People could complete the survey online, at consultation events at the Palace, or using the paper forums.</li> </ul> <p>The SAC / CC members supported the consultation.</p> <p><b>RESOLVED</b> to note the report.</p>
<b>APSC71.</b>	<p><b>NON-VOTING BOARD MEMBERS FEEDBACK</b></p> <p>None.</p>
<b>APSC72.</b>	<p><b>ITEMS RAISED BY INTERESTED GROUPS</b></p> <p>None.</p>
<b>APSC73.</b>	<p><b>ANY OTHER BUSINESS OR URGENT BUSINESS</b></p> <p>There was no such business.</p>
<b>APSC74.</b>	<p><b>DATES OF FUTURE MEETINGS</b></p> <p>The dates of future meetings were noted.</p>

The meeting ended at 21.30 hrs

Colin Marr

Chair

Signed by the Chair .....

Date .....

This page is intentionally left blank



# UNRESTRICTED MINUTES OF THE ALEXANDRA PALACE AND PARK CONSULTATIVE COMMITTEE - TUESDAY, 22 MAY 2012

\* Denotes absence

## **Consultative Committee Nominated Members:**

\*Alexandra Palace Amateur Ice Skating Club  
 Alexandra Palace Allotments Association  
 Alexandra Palace Angling Association  
 Alexandra Palace Organ Appeal  
 Alexandra Palace Television Group  
 Alexandra Residents' Association  
 \*Alexandra Palace Garden Centre  
 Alexandra Park and Palace Conservation Area  
 Advisory Committee  
 Bounds Green and District Residents' Association  
 \*CUFOS  
 \*Friends of Alexandra Park  
 Friends of the Alexandra Palace Theatre  
 Hornsey Historical Society  
 Muswell Hill and Fortis Green Association  
 Muswell Hill Metro Group  
 New River Action Group  
 Palace View Residents' Association  
 \*Vitrine Ltd - The Lakeside Café  
 \*Warner Estate Residents' Association

Mr M. Tarpey  
 Vacancy  
 Mr K. Pestell  
 Mr R. Tucker  
 Mr J. Thompson  
 Ms C. Hayter  
 Mr C. Campbell-Preston

Mr C. Marr  
 Mr K. Ranson  
 Mr J. Smith  
 Mr G. Hutchinson  
 Mr N. Willmott  
 Mr J. O'Callaghan  
 Ms D Feeney  
 Mr J. Boshier  
 Miss R. Macdonald  
 Ms V. Paley  
 Mr A. Yener  
 Prof. R. Hudson

## **Consultative Committee Appointed Members:**

Councillor Cooke  
 Councillor Demirci  
 Councillor Hare  
 \*Councillor Peacock  
 Councillor Scott  
 Councillor Stewart  
 Councillor Williams

## **Also attending**

Duncan Wilson – Chief Executive, Alexandra Palace  
 Mark Evison – Park Manager, Alexandra Palace  
 Felicity Parker – Clerk to the Committee (LB Haringey)

MINUTE NO.	SUBJECT/DECISION	ACTION BY
APCC08.	<b>ELECTION OF CHAIR FOR THE MUNICIPAL YEAR 2012/13</b>  The Clerk sought nominations for Chair of the Consultative Committee for the Municipal Year 2012/13. Nigel Willmott nominated Colin Marr and Jacob O'Callaghan seconded the nomination.  <p style="text-align: center;"><b><u>Colin Marr in the Chair</u></b></p>	
APCC09.	<b>ELECTION OF VICE-CHAIR FOR THE MUNICIPAL YEAR 2012/13</b>	

**MINUTES OF THE ALEXANDRA PALACE AND PARK CONSULTATIVE COMMITTEE.  
TUESDAY, 22 MAY 2012**

	The Chair sought nominations for a Vice-Chair of the Consultative Committee for the Municipal Year 2012/13. Colin Richell nominated Councillor Hare and Jacob O'Callaghan seconded the nomination.
<b>APCC10.</b>	<b>APOLOGIES FOR ABSENCE</b>  Apologies for absence were received from Councillors Peacock, Councillor Williams and Gordon Hutchinson.
<b>APCC11.</b>	<b>DECLARATIONS OF INTEREST</b>  There were no declarations of interest.
<b>APCC12.</b>	<b>MEMBERSHIPS</b>  a) <b>RESOLVED</b> that the membership of the Committee for the 2012/13 Municipal Year, as listed on the agenda papers, be approved.  b) Colin Frith suggested that the three representatives currently appointed to serve as non-voting Members of the Alexandra Palace and Park Board continue to do so. John Boshier seconded the nominations.  <b>RESOLVED</b> that Colin Marr, Val Paley and Nigel Willmott be appointed to serve as non-voting Members of the Alexandra Palace and Park Board for the 2012/13 Municipal Year.  c) <b>NOTED</b> the Committee's Constitution.

The meeting ended at 19.30 hrs

Colin Marr

Chair

**Alexandra Palace & Park Board**

**on 24<sup>th</sup> July 2012**

Report Title: **Report of the Chief Executive, Alexandra Palace and Park**

Report of: Duncan Wilson, Chief Executive APP

**1. Purpose**

1.1 To report on trading performance and forthcoming events diary

**2. Recommendations**

2.1 That the Board notes the attached report

Report Authorised by: **Duncan Wilson, Chief Executive Alexandra Palace and Park**



Contact Officer: Duncan Wilson, Chief Executive Alexandra Palace and Park

**3. Executive Summary**

3.1 The attached report sets out a demanding events programme and a more ambitious target for the coming months, as compared with the original budget. The Board is asked to note the report and the sales and marketing strategy on which it is based.

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

N/A

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

N/A

## **6. BACKGROUND**

- 6.1 This paper is based on an update by the Commercial Director Emma Dagnes on major activity undertaken or ongoing since the last Board Meeting.
- 6.2 This report updates the Board on the first three months trading of the new financial year, focus for the next quarter and beyond.

## **7. RECOMMENDATIONS**

- 7.1 That the Board notes key activity undertaken in the first three months of the trading year including event activity, recruitment, sales strategy and support of the Regeneration Project
- 7.2 The Board is asked to approve the ongoing strategy of the Events Sales Team to focus on expanding the Exhibition, Corporate Away Days, Conference/Banquets and Filming markets
- 7.3 The Board is asked to note that at the date of this report £610,074 gross profit has already been delivered, £1,518,186 is contracted, £300,175 is in pipeline at 100% resulting in a gap of £622,564 gross profit to be achieved by EOY 2012/2013 to realize the internal stretch target.
- 7.4 The Board is asked to note that the Marketing Department has realigned it's focus to support the internal business units (Ice Rink, Ice Rink Café, Event Sales, Bar & Kitchen) to ensure a robust marketing plan is in place for each business sector, driving footfall and maximizing revenue opportunity.

## **8. HR AND RESOURCE**

- 8.1 Emma Dagnes returned to APTL full-time 1<sup>st</sup> June 2012 as the Commercial Director, Martin Brown is retained until September and now takes up the role of Regeneration Strategy Director. APTL would like to take this opportunity to thank Martin for his leadership as Interim Commercial Director.
- 8.2 Anna Clover is on a fixed term contract until December 2012 as Catering, Events & Leisure Director and will hopefully form a key part of the executive management team of APTL moving forward.
- 8.3 Andrew James has joined APTL as Head of Catering, induction completed by Anna Clover.
- 8.4 Corinna Woolmer has been confirmed in the role of Event Manager and will join the working groups focusing on the key areas highlighted earlier in this report.
- 8.5 Executive Assistant / Project Coordinator is being recruited to fill the position left by Anne Kaiser who moves across to the Regeneration programme as Project Manager start date to be confirmed.
- 8.6 The recruitment for the new Event Sales Business Manager is underway, with the expectation of the new person starting on the 1<sup>st</sup> September 2012.

- 8.7 Pay review and casual workers to permanent contract have been combined into one employee engagement project with completion due 16<sup>th</sup> July and communication to staff about the changes scheduled prior to the opening of Holland Heineken House.

### **ACTIONS REQUIRED:**

- a) Complete recruitment process for EA/Project Coordinator and New Business Manager.
- b) Implement communication plan to inform relevant staff of pay alterations and casual to permanent change over's prior to staff leaving site due to temporary closure of the Ice Rink and Bar & Kitchen.

## **9. EVENTS**

- 9.1 The first quarter saw a strong start to the Live Strategy with Bombay Bicycle Club in April, Red Bull Empire of Dirt, Slayer and ATP festival in May, and David Guetta and The Maccabees in June.
- 9.2 Exhibitions included Big Stamp and Cyprus Wine, with exams represented by ACCA. Exceptional events were represented by the London Mayoral Elections.
- 9.3 The Moon Rider cycling event in June was attended by Princess Beatrice; the AP PR team were on hand at 1am to capture the moment the event received national coverage.

### **Lessons learnt:**

- Use of the Park for large scale events (Red Bull Empire of Dirt) supplied challenges that were managed effectively by the Events Team. Concerns regarding noise from the PA system will be managed in the future by re-positioning of the speakers and improved control over the announcer.
- London Mayoral Elections experienced a brief power cut, caused by accidental tripping of the system by an external contractor. This is now subject to an investigation by a working group, meeting at City Hall on 12<sup>th</sup> July 2012. Duncan Wilson will report back at the meeting on this.

## **10. BAR & KITCHEN**

- 10.1 B&K, still building on last financial year's success, has started the first quarter with a strong performance. With the appointment of Andrew James as Head of Catering, a review will be under taken to assess where further improvements could be undertaken to sustain and develop growth.

## **11. ICE RINK**

- 11.1 The Ice Rink is tracking ahead of last year during the first two months of trading, however it is down against stretch budget. A further focus on ensuring that courses, birthday parties and Ice Nation discos are at capacity, is being lead by the Ice Rink Team supported by Marketing. The teams are also focused on implementing the "On Ice" campaign for the closure of the Ice Rink during HHH and the "Breaking the Ice" campaign for it's re-open.

## **12. ICE RINK CAFÉ**

- 12.1 The Ice Rink Café is tracking ahead of actuals compared to last year, and although it's down against the internal target, significant improvements to menu, staff and upkeep of the area are showing a positive impact on sales.

## **13. STRETCH BUDGET**

- 13.1 Internally, APTL has targeted the teams with an ambitious new target budget focusing on maximizing all opportunities across the business. Critical to delivery of the stretch target are key personnel including the New Business Manager and Andrew James, Head of Catering who will be focused on improving the catering offer across the board.

## **14. X4 STRATEGIC AIMS 2012/13 UPDATE First Quarter**

- 14.1 Aim 1: We are committed to deliver a profitable, attractive and diverse programme of activity.
- *Recruitment of New Business Manager*
  - *Signed contracts for Darts and World Snooker Masters Championships*
  - *Successful delivery of the Red Bull Empire of Dirt large scale outdoor event*
  - *Event Sales team working groups in place to deliver targeted approach to attract new business (Exhibition, Corporate Away Days, Conference/Banquets and Filming markets)*
- 14.2 Aim 2: We will do our utmost to protect and enhance the environment in which we operate.
- *Introduction of recycling bins across the site*
  - *Attendance to the AEV Sustainability Working Group for best practice and benchmarking*
- 14.3 Aim 3: We will constantly challenge ourselves to provide the best possible customer service.
- *Customer service workshops continue to be delivered to all staff managed by marketing*
  - *Workshops to include onsite contractors to ensure consistency of approach*
- 14.4 Aim 4: We will continue to act as ambassadors for the future regeneration of Alexandra Palace.
- *Staff meetings continue to be used as the main channel for updating staff on the progress of the regeneration programme*

## **15. Sales:**

- 15.1 Following the structure of Live Strategy a new Exhibition Working Group has been formed to structure a sales plan for attracting key exhibitions. The group is focused on improvements to pricing package, IT / WiFi offer and identifying key clients to invite to Holland Heineken House. This group is targeted with attracting x4 new exhibitions to Alexandra Palace for roll out in 2013/2014.
- 15.2 Due to Holland Heineken House occupying the event space during the core summer months there has been no requirement to target the wedding market relevant to Alexandra Palace. However due to the summer months historically being quiet it has been agreed that the sales team can book large scale 1000+ attendance weddings

in the months of July and August 2013 with written consent from the Commercial Director. The marketing team will be supporting in a targeted approach via Asian Wedding Magazines, Asian Media Networks and Wedding Shows to attract and secure business.

- 15.3 An attractive commission package at 12% has been sent to key venue finding agencies to bolster Alexandra Palace's position, with the sales team proactively calling agencies to ensure they have received the package material and discuss any potential new business.

### **16 Event Operations (House):**

- 16.1 The newly combined event operations and house teams are focused on delivery elements for HHH, working closely with the client to ensure the venue is "event ready" when doors open on the 26<sup>th</sup> July.
- 16.2 Corinna Woolmer has been successful in the Event Manager recruitment process and she will move from HHH/Olympic Torch Relay to her new role after the Olympics.

### **17. Catering:**

- 17.1 Andrew James has joined Alexandra Palace as Head of Catering, he comes with a wealth of experience with his last role being at Everton Football Club where he had a number of high profile success with improving the catering offer across the board.
- 17.2 In his new role Andrew will be working closely with the senior team to identify improvement opportunity as well as up-selling opportunity across the portfolio.
- 17.3 Heineken has been successful in the Beer Tender and implementation will be initiated following the roll out of HHH. This project will be lead by Anna Clover, Catering, Events & Leisure Director.
- 17.4 A tender for the provision of Ice Cream across the site is underway, with the focus being on quality and flexibility. The catering team are finalizing the review of the tenders with a view to announcing the successful company within the next few weeks.

### **18. Bar & Kitchen:**

- 18.1 Summer Sessions proved popular, however it has been recognized that further work needs to be undertaken to drive footfall to the Bar & Kitchen for "in-house" events. Marketing will be supporting the Bar & Kitchen with a targeted approach through social media and local coverage.
- 18.2 The B&K will be closed during HHH; communication regarding this is being lead by Marketing.

## 19. Ice Rink:

- 19.1 Though tracking ahead of last year's results, the Ice Rink is down against stretch budget. To ensure this trend does not continue the Marketing team have adjusted their resource and budget to further support the Ice Rink team in driving footfall to the facility once it re-opens after the HHH closure.
- 19.2 During HHH, works will be carried out by Lengard on the Ice Rink, taking advantage of the closure.

## 20. Ice Rink Café:

- 20.1 Andrew James, Head of Catering, who joined at the start of July will be undertaking a review of the Ice Rink Café outlining initiatives and requirements for the Executive to review.

## 21. Marketing:

- 21.1 The Marketing department is now under the remit of the Commercial Director, who has undertaken a review of the priorities, processes and budget of the team. Following a number of workshops and one away day, the Marketing team are now clear on the requirement for the service to support all the business units in achieving their stretch targets and are working closely with the business unit managers to achieve this requirement.

## 22. APTL PROCESS and POLICY

Update from previous board:

POLICY	UPDATE	NEXT STEPS
Pricing	Benchmarking complete Pricing packages supporting key market sectors completed	<ul style="list-style-type: none"> <li>- Package to be present within marketing template and pushed out to market</li> <li>- Owners Event Sales, Commercial Director</li> </ul>
Contract	First draft completed	<ul style="list-style-type: none"> <li>- Sense check required from BWB prior to second draft – Owners Event Sales, Commercial Director</li> </ul>
Investment	A forum comprised of key individuals from the SMT has been created to provide an internal “procurement board” assessing business cases covering all forms of capital expenditure	<ul style="list-style-type: none"> <li>- Internal training for key staff to prepare, present and deliver business cases for investment</li> <li>- Roll out across all business areas including Ice Rink</li> <li>- Owners, key members of SMT</li> </ul>
Database	Ongoing project linked to IT investment	<ul style="list-style-type: none"> <li>- Owners Executive and SMT</li> </ul>



Client Feedback	Following successful regeneration consultation the marketing team are gathering lessons learnt from the exercise to better understand how to capture client / public feedback	<ul style="list-style-type: none"> <li>- Review of on-going communication methods for feedback both from B2B clients and our public clients / consumers</li> <li>- Owner - Marketing</li> </ul>
Stock Management	On-going project	<ul style="list-style-type: none"> <li>- Owner - Andrew James Head of Catering</li> </ul>
Event Management	Completion of Security review highlighted some important lessons for the Executive to action	<ul style="list-style-type: none"> <li>- Implementation of recommendations from the security review</li> <li>- Owner the Executive</li> </ul>

## 23. BUSINESS RISKS

- 23.1 Slow consumer return to the Bar & Kitchen and Ice Rink following closures due to Holland Heineken House.
- 23.2 Major works required due to building or plant failure (including rapid depreciation of the Zamboni on the ice rink).
- 23.3 ACCA Exams who contribute £240,000 gross profit are in their final year of contract (last event will take place December 2012) they have discussed the need for downsizing and moving their exam delivery to an IT focused solution.
- 23.4 One live event confirmed for November 2012 with 3 key live music events still in pipeline, Head of Sales has been targeted to convert a minimum of 2 from 3 to be contracted by August 2012.

## 24. Legal Comments

- 24.1 The Trust solicitor has no comments on this report.
- 24.2 The Council's Head of Legal Services has no comments on this report.

## 25. Financial Comments

- 25.1 The London Borough of Haringey CFO has been sent a copy of this report.

This page is intentionally left blank

Report Title: **Review of Regeneration Consultation Results and Next Steps**

Report of: **Mark Hopson, Head of Regeneration and Development, Alexandra Palace**

### 1. Purpose


1.1 To update the Board on the results of the public consultation in relation to the strategic spatial masterplan and regeneration programme.

### 2. Recommendations

2.1 That the Board notes the results of the public consultation outlined in this report and the attached independent reports at Appendix 2 and 3.

2.2 That the Board approves the recommended next steps at section 8 of this report.

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



Contact Officer: **Mark Hopson, Head of Regeneration and Development, Alexandra Palace, Alexandra Palace Way, Wood Green N22 7AY Tel No. 020 8365 4399**

### 3. Executive Summary

3.1 This report summarises the results of the responses from the public consultation in relation to the strategic spatial masterplan and the next steps in the regeneration programme. In summary:

- A public exhibition was set up on site displaying the masterplan proposals, open daily from Friday 18 May to Friday 29 June 2012. Specialist staff teams were also set up to engage with visitors on event days (Red Bull event and Jubilee weekend) and as well as visitors to the Park on weekends.
- 21,000 consultation booklets were printed. These were then distributed locally to residents, libraries and community focal points in the Borough. Additionally, many booklets were used to engage with the public directly both around the site and in various key locations around the Borough.
- A street engagement team were deployed to speak with people in various key locations around the Borough including tube stations, high streets and shopping centres as well as other community focal points. This resulted in over 1,000 people being engaged directly by the team.
- Over 8,000 e-shots (electronic emails) were sent to contacts held on business and consumer databases informing subscribers of the consultation with a further 800 e-shots sent to voluntary and diversity organisations in the Borough promoting the consultation.
- A social media campaign was launched on Facebook and Twitter, regularly promoting

<p>and updating subscribers about the consultation with messages and tweets.</p> <ul style="list-style-type: none"> <li>- A team from URS (with expertise in equalities and diversity) delivered three specialist diversity workshops to engage with specific demographic groups in the Borough identified to be under-represented in our consultation. Two sessions were held on site and one at the Bernie Grant Arts Centre in Tottenham.</li> <li>- A variety of local residents associations, community group, voluntary organisations and area forums were directly engaged by Palace staff to discuss the masterplan proposals and canvass opinion.</li> </ul> <p>3.2 In total, 1,925 responses were received at the end of the public consultation which officially closed at midday on Friday 6<sup>th</sup> July. Although this report is based on the first 1,925 responses received until that date, over 2,000 responses have now been received. The Trust will continue to collate and review all the responses that come in and report back any significant changes to the Board should they arise.</p> <p>3.3 To ensure a statistically robust assessment of the consultation feedback received, the Trust has appointed the PPS Group, an independent communications specialist with an expertise in delivering public consultations and assessing responses, to prepare a report analysing the consultation process, statistics and comments. Additionally, URS have also assisted the Trust with engaging with hard-to-reach ethnic and community groups, ensuring that our consultation has effectively monitored the responses from these groups.</p> <p>3.4 In summary, the conclusions of the feedback show:</p> <ul style="list-style-type: none"> <li>- The public consultation reached a good demographic cross-section of local residents, communities and stakeholders from within the Borough and beyond.</li> <li>- There was overwhelming support for the proposals and ideas outlined in the strategic spatial masterplan.</li> <li>- The majority of consultees are in favour of 'improving first impressions' in relation to the external areas of the building and repairing the Main Halls and opening up the Theatre for proposals relating to the internal areas of the building.</li> <li>- That people would certainly visit the site more regularly if the ideas in the masterplan were realised.</li> </ul>
<p><b>4. Reasons for any change in policy or for new policy development (if applicable)</b></p> <p>4.1 N/A</p>
<p><b>5. Local Government (Access to Information) Act 1985</b></p> <p>5.1 N/A</p>

## 6. Public Consultation

- 6.1 The public consultation and associated exhibition for the strategic spatial masterplan and regeneration proposals started on Friday 18<sup>th</sup> May 2012 and lasted for a period of six weeks. Whilst the exhibition closed on Friday 29<sup>th</sup> June, the proposals and information remain on the website giving the opportunity for people to view the ideas and submit their comments to the regeneration team if they did not have an opportunity to visit.
- 6.2 The public consultation was delivered through a variety of formats and communication channels. In summary:

- I. A public exhibition in the Palm Court, and later the Ice Rink Foyer was set up for the duration of the six week period. This featured 18 large colour display panels detailing the full strategic spatial masterplan and regeneration proposals. The exhibit was staffed on key event days, weekends and throughout the half-term week.
  - II. Targeted engagement of public by Alexandra Palace staff on event days (Redbull, Queens Jubilee, festivals and concerts) and weekends on site and in the park.
  - III. A dedicated consultation webpage was created and developed ([www.alexandrapalace.com/regen](http://www.alexandrapalace.com/regen)) with interactive tools to explore the spatial masterplan proposals and provide feedback through an online survey.
  - IV. 21,000 booklets were designed and printed to pro-actively target local residents and stakeholders. Of these:
    - a. approximately 1,900 booklets and letters were delivered to surrounding residents in the immediate area
    - b. approximately 7500 booklets were in N8 and N10
    - c. approximately 900 were distributed amongst Haringey libraries and sports centres
    - d. a continuous supply was also available at all outlets across the Palace and Park
  - V. An e-shot (electronic email) was sent to all users registered on the Alexandra Palace consumer and business database – of the 8,813 e-shots sent, 4720 people opened the email of which 746 people clicked through to the regeneration webpage. Additionally, an e-shot was also sent to over 800 voluntary and diversity organisations within the Borough promoting the consultation.
  - VI. Our social media – Facebook and Twitter portals – were sending regular updates to all users registered with an estimated audience of up to 6,000 and an average message readership of 2,000.
  - VII. A special street engagement team were deployed to speak with people in local shopping centres, transport hubs and community focal points. The street team engaged with approximately 1,000 people and covered the following areas:
    - Muswell Hill, Crouch End, Highgate, New Southgate, East Finchley
    - Palmers Green, Bounds Green, New Southgate, Wood Green High Road/shopping centre
    - Turnpike Lane, Green Lanes, Finsbury Park
    - Tottenham Hale, Tottenham High Road and Tottenham Green
    - Seven Sisters, Northumberland Park and White Hart Lane
  - VIII. A team from URS (with expertise in equalities and diversity) delivered three specialist diversity workshops to engage with specific demographic groups in the community that were assessed to be under-representative. Of these, 2 workshops were held on site at Alexandra Palace and once at the Bernie Grant Arts Centre in Tottenham. The sessions engaged with youth and elderly people, people with disabilities and residents from the east of the borough. In total, 20 people were involved in these workshops with some individuals representing wider community organisations.
  - IX. Various stakeholder groups, area committees, publications and press have been briefed and presented to about the plans which resulted in good coverage promoting the consultation. A full breakdown of this engagement is available at **Appendix 1**.
- 6.3 In total, 1,925 responses were received at the end of the public consultation which officially closed at midday on Friday 6<sup>th</sup> July. Although this report is based on the first

1,925 responses received until that date, over 2,000 responses have now been received. The Trust will continue to collate and review all the responses that come in and report back any significant changes to the Board should they arise

- 6.4 To ensure a robust assessment of the consultation feedback received, the Trust has appointed the PPS Group, an independent communications specialist with an expertise in delivering and assessing public consultations. Additionally, URS have also assisted the Trust with ensuring the public consultation has engaged with hard to reach ethnic and community groups, ensuring that our consultation has effectively monitored the responses from these groups – as detailed at point VIII in paragraph 6.2 above.
- 6.5 This report summarises the 1,925 responses received from the consultation and is supported by the independent reports of PPS and URS at **Appendices 1 & 2** respectively. It should be noted that certain fields e.g. age, postcode, ethnic diversity were in some cases omitted and therefore results can only be based on data provided.

## 7 Summary of results

### Profile Summary

- 7.1 Of the responses received, the following summary can be drawn in relation to the profile of consultees:
- the highest amount of responses were received from people aged 35-49 (25%) followed by 50-64 year olds (22%) followed by 25-34 and 18-24 year olds (18% and 15% respectively)
  - 10% of respondents declared themselves as having a disability
  - the break down between female and male consultees is 58% and 42% respectively
  - In relation to ethnicity – data collected shows that the highest response rate is attributed to people of White British background at 60%. Collectively, people selecting black and ethnic minorities made up 26% of the responses.
  - Of the 961 respondents who provided postcode information, the vast majority (848) came from North London – N22 (176), N8 (166), N10 (129), N17 (67) and N15 (63). Respondents from outside London numbered 61.
- 7.2 Of the responses received so far, the vast majority of individuals had visited Alexandra Palace at least once in the last year with 32% of respondents having visited more than 8 times. 17% of individuals responding had not visited Alexandra Palace at all demonstrating that the Palace continues to attract first time visitors and that this broad mix of visitors provided a good sample range in relation to the questions being asked in our consultation.

### Feedback on 'Big Ideas'

- 7.3 In relation to proposals for the external areas of the Palace, the headline results show that:
- 'Improving your first impressions' idea was most preferred with 49% of respondents selecting this as their first option
  - the second most selected option referred to 'upgrading the entrances' which was selected by 51% of respondents
  - the third priority, 'making it easier to move around the Palace' was selected by 48% of respondents.

7.4 Of the five options suggested for improvements to the internal spaces of the Palace, the results show the following order of priority:

- First preferences show upgrading the main Halls as the most important priority with 33%
- The second preference show opening up the Theatre being the second most popular choice at 31%.
- The third preference related to opening up the BBC studios, with 27%.
- The fourth preference related to opening up the basement at 27%.
- Building a hotel was the fifth preference at 40%.

7.5 Further analysis in relation to these responses is provided on p.6 of the attached report by the PPS Group in **Appendix 2**.

## **Support for Regeneration**

7.6 Overall, the overwhelming majority of respondents have been in support of the proposals outlined in the spatial masterplan (nearly 87% of respondents either strongly agreed or agreed with the proposals).

7.7 Similarly, respondents also agreed with the approach in relation to funding some of the key projects in the masterplan (75% of respondents either strongly agreed or agreed). Indeed, the overall message from respondents was that they would certainly visit the Palace more often if the ideas outlined were realised.

7.8 Whilst most consultees were in agreement with the proposals, some did object and it is worth noting some of the analysis behind these answers. This can be found on p.9 of the attached consultation report in **Appendix 2**.

## **Diversity Workshops**

7.9 In addition to the public consultation a specialist team from URS were engaged to carry out three workshops/discussion groups that targeted specific demographic groups that were deemed to be under-represented in our consultation. Two workshops were held at Alexandra Palace and one at the Bernie Grant Arts Centre in Tottenham. The discussion groups focussed on the following target groups: older and disabled people, young people from across the Borough and people from diverse ethnic backgrounds from East Haringey.

7.11 The specific results of these workshops are presented in a summary report by URS at **Appendix 3** of this report and will be used to inform the overall recommendations of the spatial masterplan.

## **8 Next steps**

8.1 As already outlined in this report, the Trust will continue to accept and review responses to the public consultation throughout the summer and report back any significant developments to the Board should they arise.

8.2 Subject to Board agreement, it is proposed the results of the public consultation and independent report by the PPS Group are made available on the website as feedback.

## **9 Recommendations**

- 9.1 That the Board notes the results of the public consultation outlined in this report and the attached independent report attached at **Appendices 2 & 3**.
- 9.3 That the Board approve the recommended next steps at section 8 of this report.

## **10 Legal Implications**

- 9.1 The Council's Head of Legal Services has been consulted in the preparation of this report, and comments that although there is no express statutory requirement to consult on proposals of this nature, the very nature of the proposals would make it necessary to consult in order to properly administer, and carry out, the statutory trustee objective to "hold and manage the [the Palace and Park] as a place of public resort and recreation and for other public purposes and to make all provisions necessary or proper in that behalf
- 9.2 This is further reinforced by the fact that it is an underlying feature of most recent planning legislation to require consultation before formulation of policy affecting the public.
- 9.2 The Trust's solicitor notes the contents of this report.

## **11 Financial Implications**

- 10.1 The Council's CFO has been consulted on the contents of this report.
- 10.2 The Trust's Finance Director notes the contents of this report.

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

Appendix 1 – Summary of key groups and media engaged.  
Appendix 2 – PPS Group independent public consultation report.  
Appendix 3 – URS independent report of the diversity work groups.



1. LOCAL STAKEHOLDERS - ALEXANDRA PALACE REGENERATION BRIEFINGS - SUMMER 2012		
Greenlight completed	Yellow light - Pending	
DW - Duncan Wilson		
Type	Company	Regen Briefing
Friends Group	Alexandra Palace Organ Trust	Completed
Friends Group	Alexandra Palace Television Group	Completed
Friends Group	Alexandra Palace Television Society	Completed
Friends Group	Friends of Alexandra Palace Theatre	Completed
Friends Group	Friends of Alexandra Park	Completed
Haringey Business Board	Haringey Business Board	Completed
Ice Rink	Alexandra Palace Amateur Ice Rink Club	Completed
Library	Hornsey Library (The Original Gallery)	Completed
Library	Wood Green Central Library	Completed
North London Business Board	London Borough of Waltham Forest	DW attending next Board meeting on 12/9/12
Park	Alexandra Palace Allotments Association	Completed
Park	Alexandra Palace Angling Association	Completed
Park	Alexandra Park Ornithological Group	Completed
Park Tenant	345-Preschool	Completed
Park Tenant	Alexandra Park Club	Completed
Park Tenant	Capital Gardens (Alexandra Park Garden Centre)	Completed
Park Tenant	City and Country Farmers' Markets	Completed
Park Tenant	CUFOS	Completed
Park Tenant	Funfair Amusement	Completed
Park Tenant	Golfwise Ltd (Pitch and Putt)	Completed
Park Tenant	Grove Café	Completed
Park Tenant	Lakeside Café	Completed
Park Tenant	Little Dinosaurs	Completed
Police	Police (Safer Neighbourhoods Team	Completed
Residents Association	Alexandra Residents' Association	Completed
Residents Association	Bounds Green and District Residents'	Completed

	Association	
<b>Residents Association</b>	Muswell Hill and Fortis Green Association	Completed and article appearing in newsletter
<b>Residents Association</b>	Palace Gates Residents' Association	Reply awaited
<b>Residents Association</b>	Palace View Residents' Association	Completed
<b>Residents Association</b>	The Rookfield Association	Completed
<b>Residents Association</b>	Warner Estate Residents' Association	Completed
<b>SAP</b>	Save Ally Pally	Completed
<b>Special Interest Group</b>	The Highgate Society	Completed
<b>Special Interest Group</b>	The Hornsey Historical Society	Completed
<b>Special Interest Group (Tottenham)</b>	Tottenham Civic Society	Reply awaited
<b>Special Interest Group (Tottenham)</b>	Tottenham Community Panel	Completed

2. CULTURAL & EDUCATIONAL STAKEHOLDERS - ALEXANDRA PALACE REGENERATIONS BRIEFINGS - SUMMER 2012		
Green light - Completed	Yellow light - Pending	
DW - Duncan Wilson		
Type	Company	Regen Briefing
Charity	Exposure Organisation Limited	Completed
Heritage/Arts/Cultural	Bernie Grant Arts Centre	Completed
Heritage/Arts/Cultural	British Film Institute	Completed
Heritage/Arts/Cultural	Greenwich Comedy Festival	Completed
Heritage/Arts/Cultural	Theatres Trust	Completed
Learning	Heartlands High School	Completed
Learning	Local Schools' Literacy Coordinators	Completed
Learning	Mountview Academy of Theatre Arts	Completed - Further meeting TBA

3. MEDIA - ALEXANDRA PALACE REGENERATION BRIEFINGS - SUMMER 2012			
Green light - Completed	Yellow light - Pending		
Type	Company	Regen Briefing	Coverage
Media	Architects Choice	Completed	2 page feature
Media	Architects Journal	Completed	News article
Media	BBC - Head of BBC History	Completed	N/A
Media	BBC London Radio (Dotun Adebayo Show)	Completed	Live radio interview
Media	Buidling Design	Completed	News article
Media	Design Exchange	Completed	Feature
Media	Estates Gazette	Completed	News article
Media	Events Magazine	Completed	News article
Media	Freelance journalist - Sunday Times and FT property	Completed	Wants to be kept informed of news
Media	Ham & High	Completed	Feature
Media	Haringey Independent	Completed	Feature
Media	Haringey People	Completed	Feature
Media	Hornsey & Crouch End Journal	Completed	Feature
Media	Hornsey & Crouch End Journal	Completed	Feature
Media	Leisure Opportunities	Completed	News article
Media	Living North	Completed	Feature
Media	SNL Financial (Real Estate Magazine)	Completed	News article
Media	The Guardian	Completed	Wants to be kept informed of news
Media	The Times	Completed	News article

4. POLITICAL STAKEHOLDERS - ALEXANDRA PALACE REGENERATION BRIEFINGS - SUMMER 2012				
Green light - Completed	Yellow light - Pending			
DW - Duncan Wilson				
Type	Notes	Regen Briefing	First name	Last Name
Greater London Assembly	The London Mayor's Office	Completed		
London Borough of Haringey	APP SAC CC	Completed	Cllr Ali	Demirci
London Borough of Haringey	APPCT Trustee, Cabinet Member for Children, Haringey	Completed	Cllr Ann	Waters
London Borough of Haringey	APPCT Trustee/APTL Director / Cabinet Member for Economic Development and Social Inclusion	Completed	Cllr Alan	Strickland
London Borough of Haringey	Cabinet Member for Finance & Carbon Reduction	Completed	Cllr Joe	Goldberg
London Borough of Haringey	Chief Executive	Completed	Kevin	Crompton
London Borough of Haringey	Crouch End Area Forum	Regen Survey to be circulated at Area Forum		
London Borough of Haringey	Director for Children & Young People	DW briefing on 26/7/12	Libby	Blake
London Borough of Haringey	Director of Place and Sustainability	Completed	Lynn	Garner
London Borough of Haringey	Independent, Fortis Green Ward	Completed	Cllr Matt	Davies
London Borough of Haringey	Labour, Bounds Green Ward	Completed	Cllr Joanna	Christophides
London Borough of Haringey	Labour, Bruce Grove Ward	Completed	Cllr Dilek	Dogus
London Borough of Haringey	Labour, Bruce Grove Ward	Completed	Cllr Joseph	Ejiofor
London Borough of Haringey	Labour, Haringey	Completed	Cllr Gina	Adamou
London Borough of Haringey	Labour, Haringey	Completed	Cllr Charles	Adje
London Borough of Haringey	Labour, Noel Park Ward	Completed	Cllr James	Stewart
London Borough of Haringey	Labour, Northumberland Park Ward	Completed	Cllr Sheila	Peacock
London Borough of Haringey	Labour, St Ann's Ward	Completed	Cllr David	Browne
London Borough of Haringey	Labour, Tottenham Green Ward	Completed	Cllr Isidoros	Diakides
London Borough of Haringey	Labour, Tottenham Hale Ward	Completed	Cllr Reg	Rice
London Borough of Haringey	Labour, White Hart Lane Ward	Completed	Cllr Alan	Stanton
London Borough of Haringey	Labour, White Hart Lane Ward	Completed	Cllr Anne	Stennett

London Borough of Haringey	Labour, Woodside Ward	Completed	Cllr Pat	Egan
London Borough of Haringey	Labour, Woodside Ward	Completed	Cllr George	Meehan
London Borough of Haringey	Leader of the Council	Completed	Cllr Claire	Kober
London Borough of Haringey	Libdem, Alexandra Ward	Completed	Cllr Nigel	Scott
London Borough of Haringey	Libdem, Alexandra Ward	Completed	Cllr Juliet	Solomon
London Borough of Haringey	Libdem, Crouch End Ward	Completed	Cllr Paul	Strang
London Borough of Haringey	Libdem, Haringey Ward	Completed	Cllr David	Schmitz
London Borough of Haringey	Libdem, Highgate Ward	Completed	Cllr Bob	Hare
London Borough of Haringey	Libdem, Muswell Hill	Completed	Cllr Gail	Engert
London Borough of Haringey	Libdem, Stroud Green Ward	Completed	Cllr Katherine	Reece
London Borough of Haringey	Liberal Democrat MP for Hornsey and Wood Green	Completed	Lynne	Featherstone MP
London Borough of Haringey	MP for Tottenham	Completed	David	Lammy MP
London Borough of Haringey	Muswell Hill, Alexandra, Fortis Green & Highgate Area Forum	Completed		
London Borough of Haringey	St Ann's & Haringey Area Forum	Completed		
London Borough of Haringey	Tottenham & Seven Sisters Area Forum	Regen Survey to be circulated at Area Forum		
London Borough of Haringey	White Hart Lane & Northumberland Park Area Forum	Completed		
London Borough of Haringey	Wood Green Area Forum	Regen Survey to be circulated at Area Forum		





## Consultation Report

### Alexandra Palace

July 2012

# Table of Contents

1. Introduction .....	3
1.1 PPS Group .....	3
1.2 Tomorrow's Ally Pally: Consultation Programme .....	3
2. Consultation Results.....	5
2.1 How often do people visit Alexandra Palace? .....	5
2.2 Ranking the broader areas of importance for improvement .....	6
2.3 Ranking the detailed areas of importance for improvement .....	7
2.4 Support, funding and the potential impact of the proposals .....	9
2.5 Demographic data .....	11
2.6 Postcode data .....	12
2.7 Wider comments on the proposals .....	14
3. Conclusions and Recommendations .....	15
3.1 Using the analysis to inform the development of the masterplan .....	15
3.2 Next Steps.....	16
Appendices .....	17
1. Questionnaire response table.....	17
2. Comments analysis.....	19



# 1. Introduction

## 1.1 PPS Group

PPS Group has reviewed and analysed the consultation undertaken by Alexandra Palace and provided a report on the responses that have been received.

PPS is an independent communications company that specialises in community consultation relating to planning applications and has over twenty years of experience of working with communities up and down the country.

It was one of the first companies to promote the benefits of consultation on planning applications and is expert at developing specific programmes to ensure that community consultations contribute positively to the planning process.

PPS is an accredited member of the Consultation Institute, which helps all those engaged in consultation to absorb best practice, promotes the highest standards of public and stakeholder engagement and provides training to its members.

Most PPS account handling staff have obtained the Consultation Institute's Certificate of Professional Development and have been trained in the Institute's 'Consultation Charter' which sets rigorous standards for undertaking consultation programmes. The CPD qualification recognises the individual's skill and knowledge in consultation services and techniques.

PPS is one of the Institute's Registered Practitioner Partners. This means that the Institute has undertaken an audit of our work and recognises that PPS is a consultancy that will deliver best practice consultation programmes.

PPS also adheres to ethical standards as set out by the Association of Professional Political Consultants.

## 1.2 Tomorrow's Ally Pally: Consultation Programme

Alexandra Palace is an iconic North London venue that has a rich history of hosting various music, sport and other entertainment based events. It has undertaken a public consultation programme to invite the views of visitors and the local community on a six-pronged master plan for regeneration of the Palace. The programme – "Tomorrow's Ally Pally" – has encouraged all people to respond with the call to action "Have your say".

The online presence of the campaign has been substantial, with a devoted section of the main *Alexandrapalace.com* website located at *alexandrapalace.com/regen* operating as a hub of information about the regeneration plans in a comprehensive and interactive manner. Members of the public were able to explore the full detail of the plans and have their say through an online survey or by printing and returning the survey made available online. The consultation section of the site received in excess of 14,000 views over the consultation period and over 50% of all visitors to the site viewed the full plans. This was further strengthened as the average view per person was over two minutes.

In addition to the website-based online presence, Alexandra Palace utilised their existing social media channels and email contacts to reach out and promote the consultation programme. The social media channels were rebranded and regular encouragements for people to “have their say” were made and an e-shot (email “mail shot”) was distributed all consumer, business and diversity agency contacts on the database. A total of 8,813 people received the e-shot, with 4,720 opening it and 746 clicking through to the regen website.

Offline activity was equally comprehensive. The set piece of the consultation consisted of a six week showcasing of the plans in the form of a public exhibition held at the Palace itself. The exhibition was open to the public every day from 9am to 6pm between Friday 18th May and Friday 29th June 2012. The exhibition stands were manned at peak times such as event days and at the weekends and attendees were encouraged to fill out and return the feedback surveys. To encourage turnout at the exhibition street banners were installed along Alexandra Palace Way to increase awareness and encourage responses to the six consultation questions.

North London was particularly targeted for responses. A total of 21,000 survey books were proactively distributed across the area, with 1,900 books and letters mailed to surrounding residents of the Palace; 900 circulated via Haringey Council’s internal mail and to libraries; 7,500 mailed to residents in the postcode areas N8, N10 and N22 and the remainder made available across a range of outlets in the Palace and Park precinct.

Further still, professional “street teams” were positioned at selected key areas across North London to proactively encourage people to have their say through the surveys. Over 800 surveys were completed through this method.

## 2. Consultation Results

### 2.1 How often do people visit Alexandra Palace?

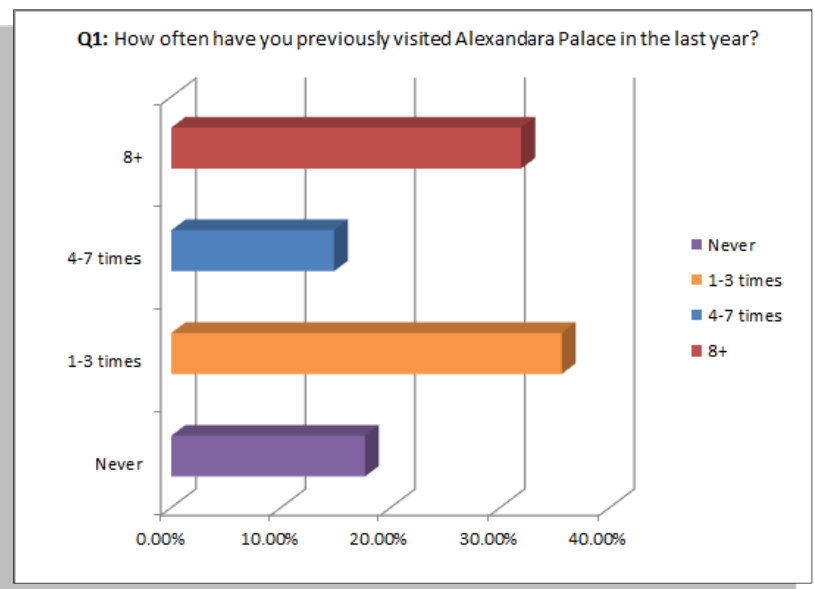
The opening question sought to understand how often people have visited Alexandra Palace in the past year. The data demonstrated that a significant percentage of respondents were frequent visitors, with 32% having visited more than eight times in the last year.

The highest single response was recorded by those who have visited Alexandra Palace between one and three times in the last year. Visitors attending between four and seven times a year – on average once every two months – registered the lowest percentage.

A significant number of respondents had not visited Alexandra Palace in the last year, or potentially, at all.

The responses indicate that Alexandra Palace is somewhere people like to return to and there is a strong contingent of regular visitors.

The Palace, however, continues to attract first time visitors and this broad mix provides a sound sample for the broader questions that followed. This opening section also established the spread and type of consultee was sufficiently mixed to provide a comprehensive response to the consultation.



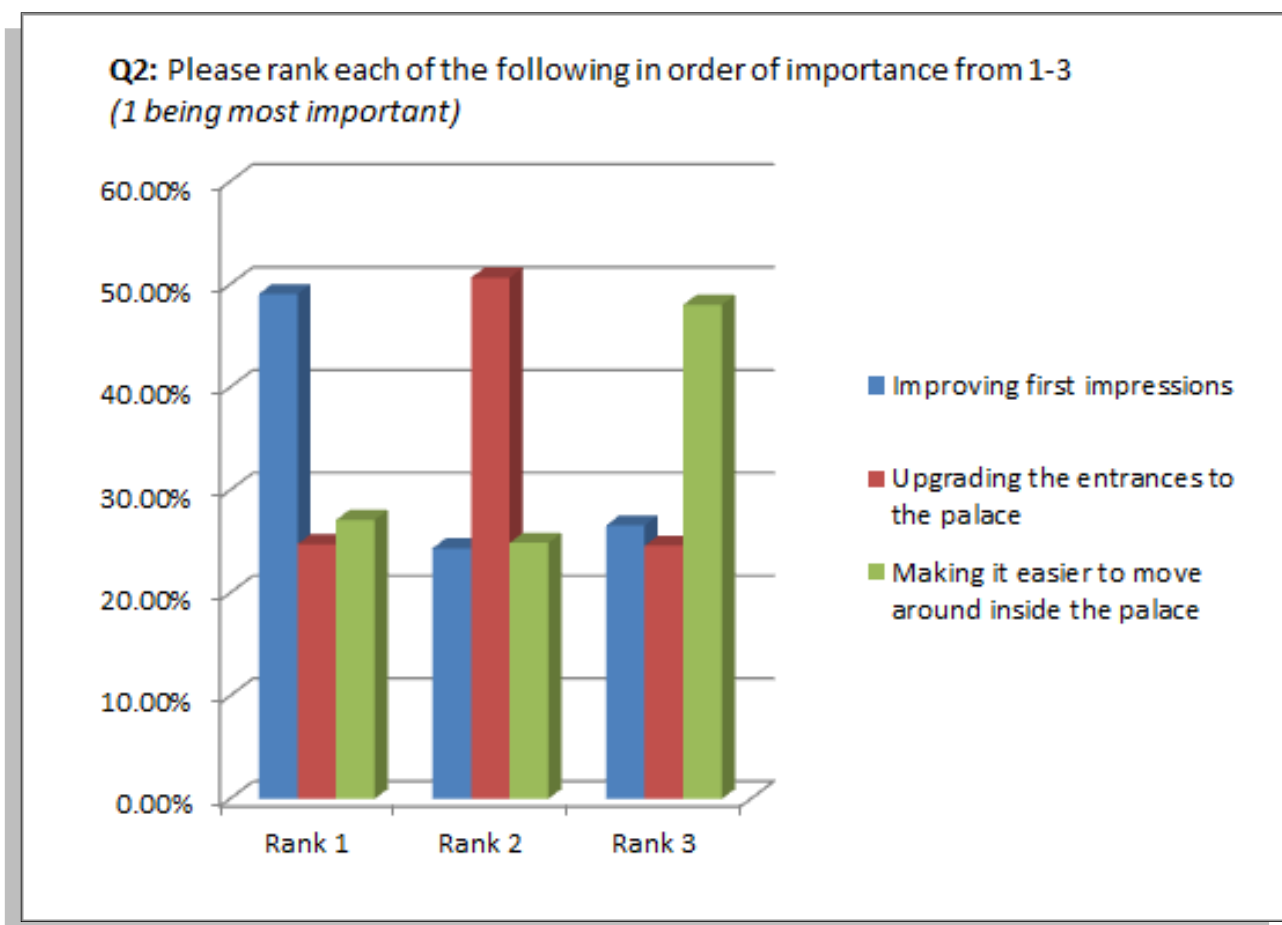
## 2.2 Ranking the broader areas of importance for improvement

The following question asked respondents to rank the importance of three broad categories essential in the future improvement of Alexandra Palace.

Please rank each of the following in order of importance to you from 1 – 3:

1. Improving first impressions
2. Upgrading the entrances to the Palace
3. Making it easier to move around the Palace

Nearly half of all respondents ranked ‘Improving first impressions’ as the most important aspect in the development of a more comprehensive masterplan. Similarly, around half of respondents ranked ‘Upgrading the entrances to the Palace’ as the second most important consideration and approximately half identified ‘Making it easier to move around the Palace’ as the third and final area to review and consider.



However, this conclusion provides a basic analysis of the most important areas for Alexandra Palace to consider as the masterplan starts to move forward. There were also significant numbers of respondents who identified points 2 and 3 as the most important consideration.

The broad mix of results reflects the fact that all three areas are important to local people. The appearance of the Palace to visitors is an essential starting point and the importance of people movements throughout the building follows on from this in terms of importance.

## 2.3 Ranking the detailed areas of importance for improvement

The third section of the feedback form sought to understand how important visitors felt a number of more detailed elements of the emerging masterplan.

Please rank each of the following in order of importance to you from 1 –5:

1. Upgrading the main halls
2. Building a hotel in the Palace
3. Opening up the theatre
4. Opening up the BBC Studios
5. Opening up the basement

The initial ranking of the number of first preferences – those people who listed one of the five options as the most important to them – produces the following list:

1. Upgrading the main halls
2. Opening up the theatre
3. Opening up the BBC Studios
4. Opening up the basement
5. Building a hotel in the Palace

This does provide an initial review of those areas considered to be most important. However, it does not, on its own, fully reflect the top priorities of respondents. A more detailed review of the responses to assess the proportion of higher ranked preferences also needs to be undertaken.

Further analysis was therefore carried out on three sets of combined rankings – ranks 1 and 2, ranks 3 and 4 and rank 5. The results of this analysis produce a slightly different response, although largely adhere to the first preferences set out above. The only difference was that the option for ‘Opening up the theatre’ was ranked by more respondents as of importance (ranks 1 and 2) than ‘Upgrading the main halls’.

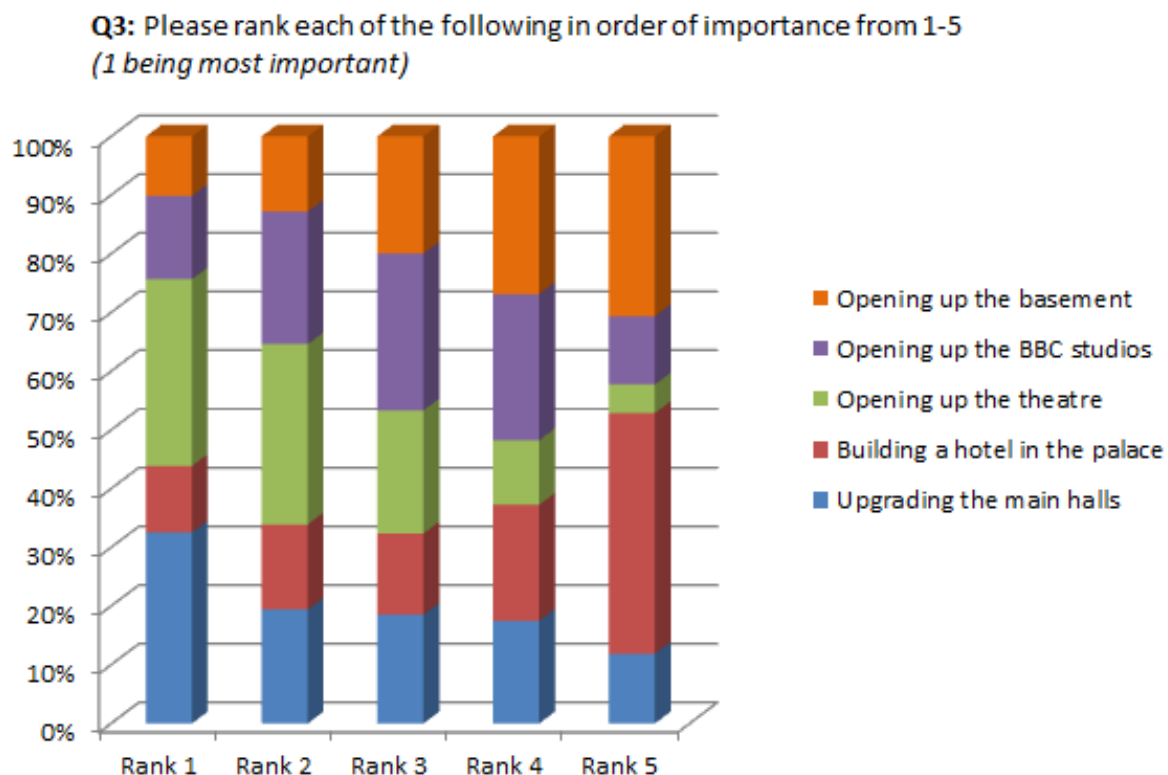
This more detailed analysis helps reaffirm the general weight of importance attached by respondents to each area. The most important considerations therefore are:

- Upgrading the main halls
- Opening up the theatre

There two options that follow in both sets of analysis are:

- Opening up the BBC Studios
- Opening up the basement

The option that ranked least in importance throughout is 'Building a hotel in the Palace'.



In the general comments section, the area of improvement which was most frequently referenced was the theatre. Overall the theatre ranked as the third most commonly mentioned theme in the open ended section, coming after generally supportive comments and comments about transport improvements.

Even though upgrading the main halls was identified on the tick box survey as being very important, it seems that the proposals for the theatre caught the imagination of respondents more than upgrades to the main halls, with very limited references to the main halls in the comments section (under 20 specific comments). The theatre received 84 specific supportive comments.



The comments also correlate to the results of the tick box questionnaire in regard to building a hotel in the Palace, which was ranked overall as the least important. There were around 70 comments made generally opposed to proposals for a new hotel and despite there being around 60 comments in support, it is still the most contentious of all the issues.

There were relatively few comments made about opening up of the basement (31), with some respondents not even knowing it existed. Its low ranking therefore is most probably due to a lack of existing knowledge and what it could be used for in future.

## 2.4 Support, funding and the potential impact of the proposals on visitor numbers

The fourth question was split into three parts and sought feedback from respondents on the view towards the Alexandra Palace proposals, how the Trust should fund any future regeneration programme and whether the improvements would encourage respondents to visit more frequently.

Question 'A' asked respondents to provide their view on the following statement:

*'Overall, I am supportive of the Alexandra Palace Proposals'*  
Strongly agree; Agree; Neither; Disagree; Strongly disagree

The response to this question was clear cut. Nearly 87% either strongly agreed or agreed with the statement, emphasising strong support from people for the proposals to regenerate Alexandra Palace.

Only 3% (68 respondents) either strongly disagreed or disagreed. The analysis of the general comments of these 68 respondents (i.e. those who stated they disagreed or strongly disagreed with the overall proposals) were analysed in order to better understand the reasons for their negative response to Question A.

This cohort of 68 respondents singled out the more explicitly commercial aspects of the proposals for criticism. The most frequently criticised aspect was the hotel proposal, which of the 68 respondents, 42 referenced in their comments. Many of these comments displayed outright opposition to a hotel, whilst others noted unease about the commercial nature of it.

This anti-commercialisation feeling was evident elsewhere in the comments section too, with people feeling the arrival of shops and cafés such as Starbucks would spoil the tranquillity of the public realm as it stands. One reference to it having to remain as the "People's Palace" seemed to accurately reflect the mood of this group of respondents. There were other criticisms from this group in relation to traffic and noise from mass attended events, although these were less frequent.

Question 'B' asked respondents to provide their view on the following statement:

*'The Trust should look to fund the regeneration programme from a variety of possible sources including public, private and non-profit institutions'*

Strongly agree; Agree; Neither; Disagree; Strongly disagree

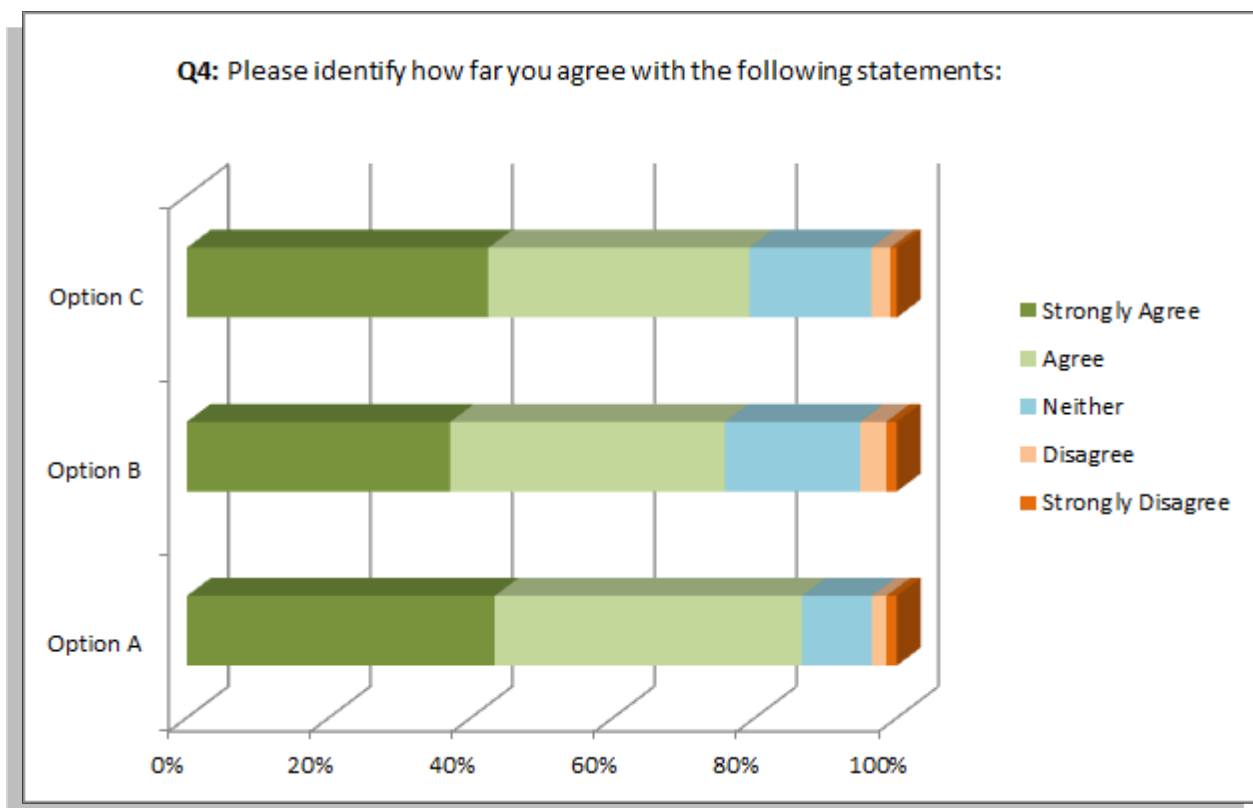
The response to this question also elicited a high percentage of agreement with the statement, with 75% of respondents either strongly agreeing or agreeing. This clearly demonstrates a acceptance amongst people responding to the consultation that funds need to be secured from a variety of sources to help progress the proposals.

Question 'C' asked respondents to provide their view on the following statement:

*'Once the proposals are realised, I am likely to visit Alexandra Palace more frequently'*

Strongly agree; Agree; Neither; Disagree; Strongly disagree

A large percentage of people strongly agreed or agreed that they would attend more frequently if the proposals are realised.





## 2.5 Demographic data

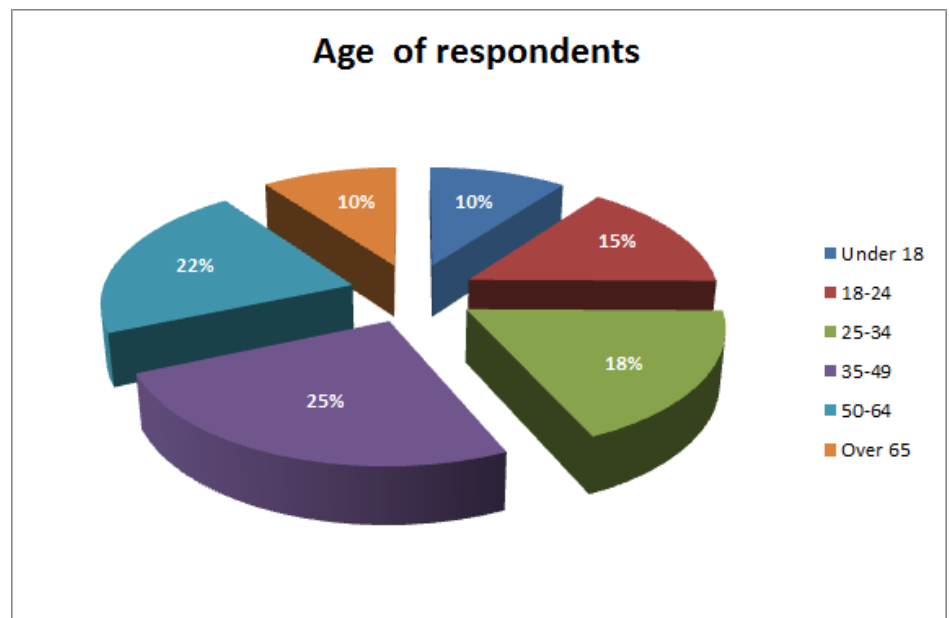
The feedback form provided scope for respondents to leave demographic data. This is important in ensuring that the consultation reached a representative audience and reflected the diversity of the Palace's visitors.

### Age

The respondents to the consultation were asked to provide their age cohort. The data analysis confirms that respondents came from a broad range of age categories, with 44% below the median age range of 35 and 56% above.

Young people, a target group usually poorly represented in consultation programmes, were relatively well represented with 25% under the age of 24.

The largest single age range represented in the feedback was between 35 and 49, with around a third of respondents over the age of 50. The chart gives a clear breakdown of the age groups represented in the consultation responses.



### Disability

The consultation also sought to ensure that people with disabilities were accurately represented. The number of disabled respondents was roughly 10%, which is broadly in line with the national proportion.

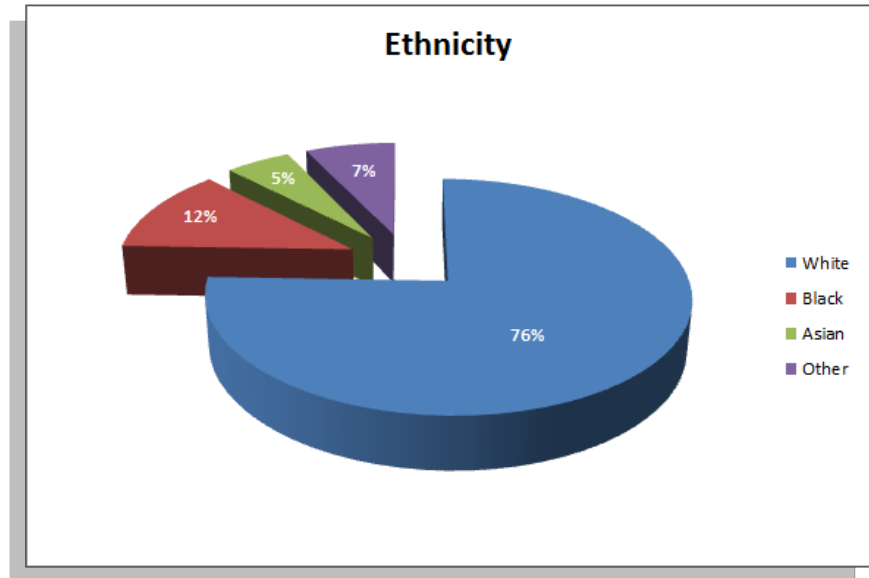
### Gender

Similarly the gender balance is fairly representative, with a 3:2 ratio in favour of female respondents. The number of females is slightly higher than average at 58%, potentially pointing to the fact that the Palace is used during day time by mothers and their children.

## Ethnicity

An analysis of the ethnicity groups that took part in the consultation is also broadly reflective of the London wide-average.

60% of respondents were White British and a total of 75% of respondents identifying themselves as White. A total of 12% identified as Black, 5% as Asian and 7% as members of another ethnic background.



Ethnic minority representation was significant and this is reflected in the graphs opposite.

## 2.6 Postcode data

The consultation also asked respondents to leave their postcode data so that Alexandra Palace could identify where visitors and participants in the process travelled from to take part in the process.

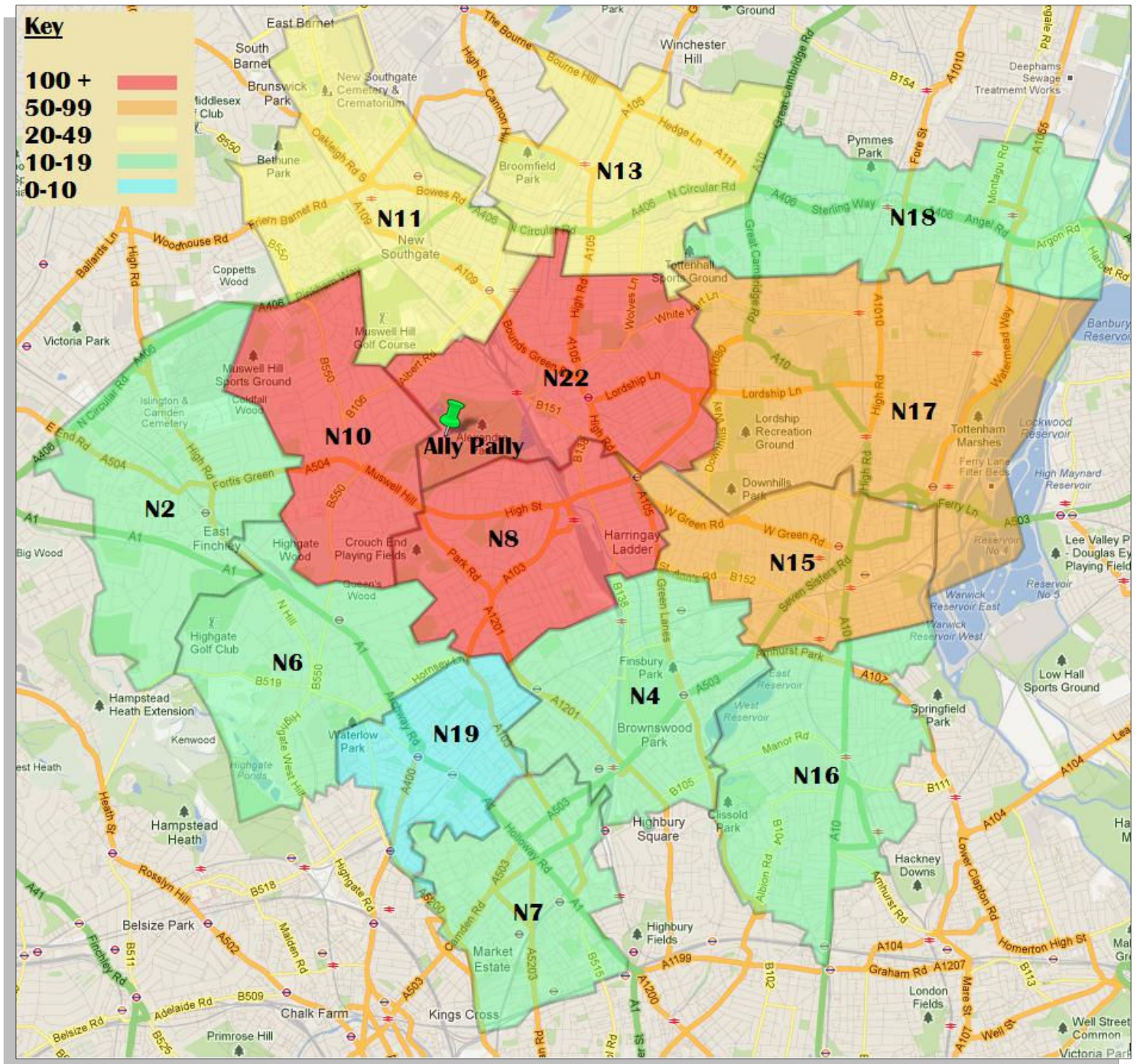
Not all respondents left their postcode, but a significant majority did. This has been analysed to provide a snapshot the origin of consultees.

Total number of Postcodes: 961

1. North London – 848
2. Outside London – 61
3. East London – 27
4. South London – 15
5. West London – 10

The main areas of concentration were in North London, with particularly high levels of participation in the postcodes in and around the Palace itself.

The map below demonstrates how many respondents hailed from the most heavily concentrated postcodes:





## 2.7 Wider comments on the proposals

The feedback form allowed all respondents to leave general comments on the proposals. Every comment has been reviewed and a total of 1,249 comments were logged. This represents nearly two-thirds (65%) of the total survey respondents.

A detailed review and analysis of the comments produces the following headline points:

- Respondents were pleased to see that regeneration was being considered because the building is not being used to its full potential and needs restoring. Supportive comments were the most frequent comments received.
- The second most popular area of comment was about transport and parking. Respondents felt that public transport links need to be improved as well as general accessibility and car parking provision.
- The third most common comment was in support of proposals to bring the theatre back into active use.
- Respondents also liked the idea of having better restaurant/eating/café facilities.
- Many people were unsupportive or unsure about proposals for a hotel with 69 comments against. However, there were also 61 comments received in support.
- Another popular idea was the BBC TV museum.
- In terms of concerns, a number of people used the form to complain against noise or to request that the proposals address noise issues in future.

A detailed spreadsheet that identifies qualitatively the number of times an area or issues was raised in the comments section is included in the appendix.

## 3. Conclusions and Recommendations

The consultation undertaken by Alexandra Palace on emerging proposals for a masterplan to redevelop the area has been comprehensive and robust.

The results demonstrate that this is the case. The consultation respondents included regular attendees to the Palace through to first time visitors. The age, disability and ethnic background of respondents are all broadly representative of the local and national average. In terms of location, local people in the postcodes around Alexandra Palace and in North London were most heavily represented, but all parts of London and from areas outside of London also participated.

### 3.1 Using the analysis to inform the development of the masterplan

In response to specific questions about the emerging masterplan and the broader principles of re-development, the following conclusions can be reached:

The question that sought responses on the priority in terms of the initial starting point for wider development, all three options were clearly considered important. However, the analysis suggests that the key is to rejuvenate the first impressions and entrance halls, before concentrating on the movement of people through the Palace.

1. Improving first impressions
2. Upgrading the entrances to the Palace
3. Making it easier to move around the Palace

Moving on to a more detailed review of specific elements, the two clear preferences were for upgrading the main halls and opening up the theatre. This was followed by the potential to open up the BBC Studios and the basement. The proposals for building a hotel were ranked as the lowest importance. This less than positive view towards a hotel was also something that was reflected in the general comments section.

1. Upgrading the main halls
2. Opening up the theatre
3. Opening up the BBC Studios
4. Opening up the basement
5. Building a hotel in the Palace

The section dedicated to seeking views on the support the proposals has, the funding and the impact the plans could have on visitor's numbers was clear cut. There is overwhelming support for the Alexandra Palace proposals, a majority in favour of making use of all avenues to secure funding and people would be encouraged to visit more frequently if the proposals were realised.

The comments section raised a number of other suggestions, including comments on the consultation, the commercial nature of such a scheme, transport issues and comments focused on a specific area, for example the basement. The qualitative assessment shows that the most commonly raised issues were support for the plans and transport considerations.

### 3.2 Next Steps

The analysis should be reported to those who have been consulted, highlighting the key issues to emerge. Further rounds of consultation will need to review and consider more detailed elements.

# Appendices

## 1. Questionnaire response table

Results							
Q1	Never	1-3 times	4-7 times	8+	Total		
	339	684	285	613	1921		
	17.65%	35.61%	14.84%	31.91%	100.00%		
Q2	Rank 1	Rank 2	Rank 3	Totals			
Improving first impressions	929	461	503	1893			
	49.08%	24.35%	26.57%	100.00%			
Upgrading the entrances to the palace	468	958	465	1891			
	24.75%	50.66%	24.59%	100.00%			
Making it easier to move around inside the palace	512	470	907	1889			
	27.10%	24.88%	48.01%	100.00%			
Q3	Rank 1	Rank 2	Rank 3	Rank 4	Rank 5	Totals	
Upgrading the main halls	628	375	353	331	224	1911	
	32.86%	19.62%	18.47%	17.32%	11.72%	100.00%	
Building a hotel in the palace	217	279	262	371	768	1897	
	11.44%	14.71%	13.81%	19.56%	40.48%	100.00%	
Opening up the theatre	614	594	400	209	92	1909	
	32.16%	31.12%	20.95%	10.95%	4.82%	100.00%	
Opening up the BBC studios	273	435	508	469	219	1904	
	14.34%	22.85%	26.68%	24.63%	11.50%	100.00%	
Opening up the basement	195	247	379	507	576	1904	
	10.24%	12.97%	19.91%	26.63%	30.25%	100.00%	
Q4	StAgree	Agree	Neither	Disagree	StDisagree	Totals	
A	833	831	189	39	29	1921	
	43.36%	43.26%	9.84%	2.03%	1.51%	100.00%	
B	713	743	366	70	29	1921	
	37.12%	38.68%	19.05%	3.64%	1.51%	100.00%	
C	816	706	330	51	18	1921	
	42.48%	36.75%	17.18%	2.65%	0.94%	100.00%	
Age	Under 18	18-24	25-34	35-49	50-64	Over 65	Totals
	125	182	222	308	261	123	1221
	10.24%	14.91%	18.18%	25.23%	21.38%	10.07%	100.00%
Disabled	Yes	No	Total				
	111	1003	1114				
	9.96%	90.04%	100.00%				
Sex	Male	Female	Total				
	430	602	1032				
	41.67%	58.33%	100.00%				

Ethnicity	Number	p/c (%)	Subtotal
<b>[White]</b>			
White British	732	59.51%	
White Irish	57	4.63%	
White Other	140	11.38%	75.53%
<b>[Black]</b>			
Black African	72	5.85%	
Black Caribbean	63	5.12%	
Black Other	14	1.14%	12.11%
<b>[Asian]</b>			
Asian Indian	39	3.17%	
Asian Pakistani	12	0.98%	
Asian Other	13	1.06%	5.20%
<b>[Other]</b>			
Mixed	60	4.88%	
Chinese	15	1.22%	
Other	13	1.06%	7.15%
<b>TOTAL</b>	1230	100.00%	100.00%



## 2. Comments analysis

Themed Comments	Frequency of Comment	%	Overall Ranking of Comment
Suggestions			
Art - Possible exhibition space at the palace / provision for artists	20	1.52%	
Hotel - as revenue stream to support art initiatives; boost economy	61	4.64%	6th
Transport - links need to be improved; improved parking; improve road; improved public transport; shuttlebus; cable car; improved signage; lights; accessibility	138	10.49%	2nd
Bigger skate park	6	0.46%	
Focus on the derelict places first/ open it up	7	0.53%	
Theatre - history shows; open it up	84	6.39%	3rd
Ice rink - is too expensive and new skates needed; to be improved	25	1.90%	
Main Hall - Develop/ Be similar to O2 so that big artists come	18	1.37%	
Club	14	1.06%	
Swimming pool	18	1.37%	
Restaurant/ eateries/ café	70	5.32%	4th
Dancing hall	2	0.15%	
Cinema - potentially open air	23	1.75%	
Skaters to get more publicity	1	0.08%	
Gym/ sports facilities	40	3.04%	Joint 10th
Skating shop	3	0.23%	
Provide areas for community uses/ connection with community	28	2.13%	
Sustainable features/ measures	4	0.30%	
Markets/ street food	7	0.53%	
A bridge over the great hall	1	0.08%	
BBC TV Museum	55	4.18%	7th
Litter bins	3	0.23%	
Guided tours	2	0.15%	
City Farm and riding stables	1	0.08%	
Better pub/ bar/ cocktail bar	11	0.84%	
Petting zoo	4	0.30%	
Better floors	5	0.38%	
Better acoustics	3	0.23%	
Better marketing	1	0.08%	
Make grounds available for private hire/ weddings	3	0.23%	

Bookshop	1	0.08%	
Youth Hostel	5	0.38%	
Bring back under 18's party	2	0.15%	
Open up the entrance	3	0.23%	
Additional toilet facilities	5	0.38%	
Retail	15	1.14%	
Upgrade the boating lake	3	0.23%	
Better cycle facilities	2	0.15%	
Restore the organ	6	0.46%	
Improved disabled access	5	0.38%	
Crazy golf	1	0.08%	
Businesses/offices	2	0.15%	
Educational	5	0.38%	
Cheaper tickets/low entry cost	15	1.14%	
Terrace Area/Viewing Platform	30	2.28%	
Better marketing	30	2.28%	
Basement Specific			
General	10	0.76%	
Dance studio/music studios	7	0.53%	
Art gallery	8	0.61%	
Paintballing	2	0.15%	
Park Specific			
Would like to see the park updated/exercise park	3	0.23%	
Would like to see more in park - Racing, golf, football	6	0.46%	
Should be no loss of green space/remain open to public/untouched	34	2.59%	
Event suggestions			
Family oriented events; family space & facilities/childrens play	54	4.11%	8th
More concerts and music festivals	40	3.04%	Joint 10th
Positive			
Pleased to see regeneration considered, will be good thing, fully support, needs restoring	150	11.41%	1st
About the consultation			
Good first step at communicating plans	5	0.38%	
Interesting info but not sure it is consultation. Consultation should focus on impact of regeneration. Not just look at palace in isolation. Not good consultation	4	0.30%	

Would like to be involved in the plans	1	0.08%	
This is an appalling questionnaire	2	0.15%	
Please consult with London Cycling Campaign	1	0.08%	
Comment box too small	4	0.30%	
Please ask the children - not just adults	1	0.08%	
Concerns			
Would object to it being sold or sub-let to private organisations	4	0.30%	
Noise - would like to see noise reductions, especially late night	43	3.27%	9th
Heritage/character must be retained and safeguarded and not replaced with ugly buildings	17	1.29%	
Wildlife habitats protected/enhanced	3	0.23%	
Concern about detracting from rural feel	3	0.23%	
Hotel would be a bad idea/not sure/want more info	69	5.25%	5th
No club	6	0.46%	
Concern about generic, corporate/commercial overdevelopment	27	2.05%	
Don't turn football field into a carpark	1	0.08%	
Don't build a casino	4	0.30%	
Don't change the icerink	1	0.08%	
Do not like the proposals/don't change anything	10	0.76%	
Litter	7	0.53%	

This page is intentionally left blank



# Alexandra Palace Strategic Masterplan Consultation

Diversity Focus Group  
Discussions

## Summary Report

July 2012

47062686

UNITED  
KINGDOM &  
IRELAND



This page is intentionally left blank

Alexandra Palace the regeneration.

**HAVE YOUR SAY**

SOMETHING BIG IS HAPPENING SO GET INVOLVED AND GIVE US YOUR VIEWS TO SHAPE YOUR ALLY PALLY

WHAT ARE YOUR TOP PRIORITIES?

**KEY TO THE SIX BIG IDEAS**

- #1 IMPROVING YOUR FIRST IMPRESSIONS
- #2 UPGRADE THE ENTRANCES TO THE PALACE
- #3 MAKING IT EASIER TO MOVE AROUND INSIDE THE PALACE
- #4 UPGRADE THE MAIN HALLS
- #5 A HOTEL IN THE PALACE
- #6 OPENING UP THE DERELICT SPACES

VISIT THE WEBSITE TO SEE THE FULL PLAN AND GIVE US YOUR FEEDBACK

CLICK HERE TO HAVE YOUR SAY

Share your thoughts on [Facebook](#) or [Twitter](#) @yourallypally (#haveyoursay)

Alexandra Palace the regeneration.

**TOMORROW'S ALLY PALLY**

DISCONTACT YOUR Ally Pally.

For enquiries please email [tomorrowallypally@alexandrapalace.com](mailto:tomorrowallypally@alexandrapalace.com) call 020 8385 2121 or visit [www.alexandrapalace.com/regen](http://www.alexandrapalace.com/regen)

Wood Green  
Alexandra Palace Road  
N22 7AY  
Sat Nov - N22 7AY

Alexandra Palace the regeneration.

**TOMORROW'S ALLY PALLY**

Share your thoughts on [Facebook](#) or [Twitter](#) @yourallypally (#haveyoursay)

**ALLY PALLY PLANS**

**INVITATION TO HAVE YOUR SAY**

There are big plans for the regeneration of Ally Pally. We want the plans to be informed by everyone. So what do you think? Will you want to visit Ally Pally in the future?

We want to find out how you use the building and park, what matters most to you, what's good, what's missing and your reaction to the masterplan

Give us your opinion and we'll give you vouchers for either free entry for two to the Alexandra Palace Ice Rink or 50% off a meal for two at the Bar & Kitchen!

**On Wednesday, 27 June 2012**  
10.30am - 12 midday (older and disabled people); or  
4.30pm - 6pm (young people 15 - 24 years)

Both events held in the Transmission Hall, BBC Tower, Ally Pally.

**Interested to take part?**

Call: 020 7821 4200 to secure your place!  
Email: [marina.johnson@urs.com](mailto:marina.johnson@urs.com)  
Text: 07971 655516

Make sure to mention 'Ally Pally' and leave your name and a contact phone number. We will get back to you with further details.

Prepared for:  
Alexandra Palace Charitable Trust



REVISION SCHEDULE					
Rev	Date	Details	Prepared by	Reviewed by	Approved by
1	July 2012	First draft for internal review	Marina Johnson Assistant Consultant	[Name] [Position]	[Name] [Position]
	10 July 2012	Revised draft	Nicky Hodges Principal	Stuart Woodin Associate	[Name] [Position]
			[Name] [Position]	[Name] [Position]	[Name] [Position]
			[Name] [Position]	[Name] [Position]	[Name] [Position]
			[Name] [Position]	[Name] [Position]	[Name] [Position]

URS  
6-8 Greencoat Place  
London  
SW1P 1PL  
United Kingdom

Telephone: +44(0)20 7798 5000  
Fax: +44(0)20 7798 5001

## Limitations

URS Infrastructure & Environment UK Limited ("URS") has prepared this Report for the sole use of **Alexandra Palace Charitable Trust** ("Client") in accordance with the Agreement under which our services were performed **June 2012**. No other warranty, expressed or implied, is made as to the professional advice included in this Report or any other services provided by URS. This Report is confidential and may not be disclosed by the Client nor relied upon by any other party without the prior and express written agreement of URS.

The conclusions and recommendations contained in this Report are based upon information provided by others and upon the assumption that all relevant information has been provided by those parties from whom it has been requested and that such information is accurate. Information obtained by URS has not been independently verified by URS, unless otherwise stated in the Report.

The methodology adopted and the sources of information used by URS in providing its services are outlined in this Report. The work described in this Report was undertaken between June 2012 and July 2012 and is based on the conditions encountered and the information available during the said period of time. The scope of this Report and the services are accordingly factually limited by these circumstances.

Where assessments of works or costs identified in this Report are made, such assessments are based upon the information available at the time and where appropriate are subject to further investigations or information which may become available.

URS disclaim any undertaking or obligation to advise any person of any change in any matter affecting the Report, which may come or be brought to URS' attention after the date of the Report.

Certain statements made in the Report that are not historical facts may constitute estimates, projections or other forward-looking statements and even though they are based on reasonable assumptions as of the date of the Report, such forward-looking statements by their nature involve risks and uncertainties that could cause actual results to differ materially from the results predicted. URS specifically does not guarantee or warrant any estimate or projections contained in this Report.

[Unless otherwise stated in this Report, the assessments are based upon the assumption that the land and facilities will continue to be used for their current purpose without significant changes.]

[Where field investigations are carried out, these have been restricted to a level of detail required to meet the stated objectives of the services. The results of any measurements taken may vary spatially or with time and further confirmatory measurements should be made after any significant delay in issuing this Report.]

[Costs may vary outside the ranges quoted. Whilst cost estimates are provided for individual issues in this Report these are based upon information at the time which can be incomplete. Cost estimates for such issues may therefore vary from those provided. Where costs are supplied, these estimates should be considered in aggregate only. No reliance should be made in relation to any division of aggregate costs, including in relation to any issue, site or other subdivision.]

[No allowance has been made for changes in prices or exchange rates or changes in any other conditions which may result in price fluctuations in the future. Where assessments of works or costs necessary to achieve compliance have been made, these are based upon measures which, in URS' experience, could normally be negotiated with the relevant authorities under present legislation and enforcement practice, assuming a pro-active and reasonable approach by site management.]

[Forecast cost estimates do not include such costs associated with any negotiations, appeals or other non-technical actions associated with the agreement on measures to meet the requirements of the authorities, nor are potential business loss and interruption costs considered that may be incurred as part of any technical measures.]

## Copyright

© This Report is the copyright of URS Infrastructure & Environment UK Limited. Any unauthorised reproduction or usage by any person other than the addressee is strictly prohibited.

TABLE OF CONTENTS	1	EXECUTIVE SUMMARY .....	4
	1.1	Introduction .....	4
	2	HEADLINE FINDINGS - IMPLICATIONS AND RECOMMENDATIONS FOR SPATIAL MASTERPLAN NEXT STEPS.....	4
	2.1	Idea 1: Improving your first impressions .....	4
	2.2	Idea 2: Upgrading the entrances to the Palace.....	6
	2.3	Idea 3: Making it easier to move around inside the Palace .....	6
	2.4	Idea 4: Upgrading the Main Halls .....	6
	2.5	Idea 5: A Hotel in the Palace .....	7
	2.6	Idea 6: Opening up the derelict spaces .....	7
	3	THE RELATIONSHIP BETWEEN THE PALACE AND THE PARK .....	8



## 1 EXECUTIVE SUMMARY

### 1.1 Introduction

The Alexandra Palace charitable trust commissioned URS to provide advice and specialist input to the consultation on the Alexandra Palace spatial masterplan. The purpose of this input was to enhance the inclusivity of the consultation, in particular to reach groups of people whose views might potentially go unheard in the exhibition-based consultation. As part of this input, URS arranged and facilitated a set of focused discussion groups aimed at specific target audiences.

Presented below are the headline findings of issues raised by participants during the focused discussions conducted on Wednesday 27th June 2012. The profile of the participants of each focus group was as follows:

- Morning session at Alexandra Palace: Targeted at older people and disabled people, the attendees comprised seven people, which included young learning disabled people, an adult wheelchair user, personal assistant and older local residents.
- Afternoon session at Alexandra Palace: Targeted at young people from across Haringey, the actual attendees comprised seven people, which included young Black men, an older man of South Asian origin, as well as women residents local to the Park of different ethnic backgrounds.
- Evening session at Bernie Grant Centre: Targeted at people from diverse ethnic backgrounds from East Haringey, the actual attendees comprised six women, most of whom were of Black/Black Caribbean heritage. One young white woman who attended had been identified by the school as a young deaf person attending the Neville Blamhe school.
- The more mixed composition of these sessions, relative to the target groups, reflected individual's choices to switch sessions to fit with their other commitments, substitutions (one person attended in place of their son, who was no longer able to come) and interest from individuals who were keen to attend despite not fitting with the target group, in terms of their identity characteristics.

The participants showed themselves to be capable of both strategic and practical thinking and consisted of participants who visited regularly (including daily) and occasionally. The use of the focus group participants for the further testing of more detailed plans is recommended, together with, as one particular participant suggested a dedicated session with a pan-London disability access forum co-ordinated by GLA.

## 2 HEADLINE FINDINGS - IMPLICATIONS AND RECOMMENDATIONS FOR SPATIAL MASTERPLAN NEXT STEPS

### 2.1 Idea 1: Improving your first impressions

- The emphasis on 'first impressions' needs to be in balance with the emphasis on 'what is the offer?' for visitors. To attract organised visits by young people, the range of attractions needs to be increased to make it worth the visit, particularly to overcome perceived barriers that it is inaccessible to reach.
- Measures to address both perceptions that Alexandra Palace is inaccessible to reach and practical experience of travel problems, particularly from East Haringey, are likely to be very important to encourage more visitors from Tottenham and other parts of East Haringey. This is likely to require a mix of improving availability/outreach of information about available transport options as

well as improved travel and parking arrangements for events, including improved shuttle bus services after events.

- The regeneration of Ally Pally needs to improve the 'draw' for East Haringey residents so that concerns about travel requirements to reach the Palace are outweighed by the desire to visit.
- Improved wheelchair access at Alexandra Palace is an important priority. In improving the entrances, this should prioritise ensuring the main entrances enable wheelchair users to use them, alongside other visitors.
- An emphasis on wheelchair access needs to extend back to approaches to the Palace, including investment in improved surfacing of pavement around the building and at other venues in the Park, making more paths wheelchair accessible with consistent drop curves on paths. This should be supported by information for wheelchair users identifying which paths and parts of the building are step-free and wheelchair accessible.
- The disabled/elderly group had some concerns about the lower terrace treatment, reflecting a natural caution with the mixing of pedestrian, café, shops and vehicular transport routes. Unlike in Exhibition Road, it was felt there wouldn't be the density of people on shared surfaces most of the time to encourage due caution to vehicles. Wheelchair users felt a traditional street curb was needed for visually impaired. Perhaps surprisingly, the opening up of the central point of the building and terraces was not seen as a particularly advantage for some due to the need for a ramp or escalator to solve the height difference. They were more concerned about the arrival points at either end of building and circulation within it. In the other groups there was clear support for the principle of making the road less threatening to cross.
- The presence of cafes and a more lively frontage had a lot of appeal for making people feel welcome. However, not everyone was convinced of the appeal of having this at the same level as the cars. The design would need to ensure that the cafes would be sufficiently set back from the road, or possibly be located up at the terrace level.
- The animation and commercialisation of the lower terrace needs very careful thought from a diversity point of view. It is very much the connecting point between the palace and its park, drawing people from one environment to another. A lift, ramp or escalator which provided the users with a view to the park on the one hand and a direct route to not only the upper terrace, but the building itself would be particularly important and enable those who are less mobile or wheelchair bound to move much more easily and quickly between the two vital elements of this exciting regeneration
- In considering catering provision, this needs to include non-licensed provision, to cater to groups who do not wish to buy refreshments or meals where alcohol is served. This may be particularly relevant to people practising different faiths, whose practice of their faith include lifestyle choices based on beliefs and values concerning consumption of alcohol. It can also be relevant for family groups or groups of children, where the choice of an alcohol-free environment may be preferred.
- Generally, an improved choice and quality of catering is significant for increasing the appeal to a diverse range of people, in terms of catering to different tastes, different preferred styles of eating out and different budgets.

- 'Greening' the Palace would improve the appeal of the Palace, helping to connect it more with the Park, which is currently the main draw for people from diverse cultural backgrounds, including those from East Haringey.

## 2.2 Idea 2: Upgrading the entrances to the Palace

- Disabled people and BME residents from East Haringey both strongly supported the need for the entrances to be improved, to avoid being sent all the way round the Palace.
- All diversity groups identified the entrances as not inviting. Improvements to the entrance ways would potentially encourage more people who come to the Park to also visit the Palace.
- More equal, inclusive access for disabled people, including wheelchair users, through ramps, signage and appropriate surfacing. Steps in place of a 'longwinded' path at Palm Court entrance would potentially benefit mobility impaired visitors who are limited in the distances they can walk before needing a rest. Improved signage to indicate provision of facilities, as well as including information on the accessibility of different parts of the Palace and Park are important for disabled people.
- In rethinking the entrances, an important aspect is to make it easy for people to interpret the 'status' of each entrance e.g. is this the Main entrance? Is this the entrance for a particular purpose? Is this not an entrance not for public use? This is likely to be particularly important for people with learning or sensory impairments to avoid confusion. It is likely to be important for people with mobility impairments, to avoid walking unnecessarily long distances and getting tired out.

## 2.3 Idea 3: Making it easier to move around inside the Palace

- This idea of making it easier to move around inside the Palace is strongly supportive of inclusive access for disabled people
- The improved access needs to be given purpose by having more going on in the Palace, to create more purpose for people to move from one area to another.
- For children particularly, but potentially also for other visitors, the long wide corridors need to be made more attractive in themselves, not only for functional purpose of moving people from one space to another. Displays in corridors may offer a way to enhance local people's feelings of familiarity, belonging and pride when they visit the Palace.
- Opening up and improving the ability to move around inside the palace is likely to benefit the experience of young people, as well as others, overcoming inhibitions about going 'offlimits' or 'out of bounds'. For school groups, and for children with sensory impairments, staffing levels are likely to be an additional important factor to improve their experience, in support of physical changes.
- Within the building, there needs to be improved provision of accessible toilets, for visitors to the different parts of the building.

## 2.4 Idea 4: Upgrading the Main Halls

- There was strong support amongst people from BME backgrounds for a wider range of activities being held in the halls. For young people, active usages might be particularly motivating, such as a climbing wall, surf simulator. Roller Derby was particularly mentioned as very popular amongst women, with an indication that there is likely to be strong demand for a venue in North London.

- Prioritising renovation of the main halls was valued as potentially enabling further investment, to increase investment and hence enable more activities to be offered that would strengthen the appeal for a wider audience, including people from East Haringey.
- For children/young people, the idea of the main hall as a venue for a school prom prompted enthusiasm. This could potentially be important for future involvement of people from BME backgrounds, as the school-age population of Haringey is extremely ethnically diverse, so it would offer a memorable way for young people to experience and establish positive associations with Alexandra Palace.
- Other mass appeal events, such as talent competitions, were also identified by BME participants as ways to attract more visitors to the Palace. The choice of type of events is likely to influence which sections of the Haringey population is attracted to visit. Potential options would need to inform the design requirements in order to cater to different types of events.
- Culturally-specific events may be helpful in introducing people from different cultural backgrounds to Alexandra Palace, or as an annual draw. However, these should be part of an overall varied programme, as people from different backgrounds are interested in events that relate to other cultures as well as their own. More 'universal' events, such as the fireworks are also valued by people of different ages, abilities and cultural backgrounds.
- Women particularly identified increased numbers of toilets and more intensive cleaning regime for them during major events. It is likely that increased numbers of toilets for men are also needed, though it is probably more significant as a factor for women than for men.
- Improvements to the Palace layout should seek to improve the experience of people queuing to enter major music events and other exhibitions. The lack of security and sheltered space is likely to deter people. The current need to queue for a long time outside in addition to the relative difficulty of travelling to Ally Pally is likely to deter visitors from East Haringey.

## 2.5 **Idea 5: A Hotel in the Palace**

- BME residents recognised the potential of a hotel and were overall very enthusiastic about this option, recognising the benefits of making other developments financially viable, as well as providing luxury facilities that local residents would also be able to visit.
- If a hotel proceeds, it will be important that the design and management takes into consideration the dynamics and relationships between hotel residents and other visitors, towards achieving an inclusive feel, rather than an exclusive 'them and us' feeling. Allowing public access to certain parts of the hotel, and design that makes it clear this is encouraged, would support this.

## 2.6 **Idea 6: Opening up the derelict spaces**

- The derelict spaces potentially provide an opportunity for community space use. This could have appeal for a range of voluntary groups whose members or users share protected characteristics, including disability groups, youth groups and BME groups. Inclusive access, via lifts and other measures to achieve disabled access standards would be important to realise this benefit for groups that include disabled members/users.

- The renovation of the BBC tower and studios generated considerable enthusiasm, including due to the international and more inclusive status of the BBC. The focus groups indicated strong emphasis particularly for engaging more with young people, including through the potential for fostering links with existing East Haringey based initiative to train young people in radio broadcasting skills.
- The positive responses to the potential renovation of the theatre also indicate that this could provide opportunities to engage with existing arts, theatre and school groups. This would need to consider how to make usage affordable for local groups. The theatre renovation was also recognised as creating learning opportunities for children and young people. Upgrading and reopening the theatre was thought to be one of the strongest ideas
- Focus group participants, particular those from BME backgrounds, demonstrated a hard-nosed streak and strong scepticism about the need for commercial viability, to avoid promises about new facilities that never come to realisation. This informed cautions that commercial revenue streams should be realised first, in order to help fund new community-oriented initiatives.

### 3 THE RELATIONSHIP BETWEEN THE PALACE AND THE PARK

One of the unexpected findings of the focus groups was that regardless of location, age, sex or disability, participants enjoyment of and access to the park was as vital as the building itself. "The park is the gold", commented one participant. Many of the participants memories related to the Park rather than the Palace. The diversity group saw the park and the building as one, intimately linked and one reinforcing the other. A regenerated building in a low-key park was a worry because for some, because Ally Pally's current uniqueness wasn't the organ, Grand Hall or BBC studios, but the view, the nature and the calmness of the site. Some wanted to see the park and all its facilities as a much clearer destination, for example for school groups exploring nature.

Against this, one very local participant who backed onto the park actually liked the fact that it was a little 'secret', without too many signs. "I don't want it to be too glamorous and too commercial". Although a minority view it is quite possible that the immediate neighbours around the park will need reassurance that the park's essential quietness (particularly around the edges) will not change radically. A number of implications flow from this:

- By making efforts to strengthen the relationship between the Park and the Palace, particularly capitalising on the views from the Palace, are likely to encourage increased use of the Palace by local visitors from different cultural backgrounds. The regeneration plans also need to extend to improvements to the Park, such as improved path surfaces, in order to facilitate that connectivity.
- In considering options for activities that connect Palace and Park, there needs to be consideration of how they will appeal to different groups. For example, more active uses, such as BMX/mountain biking, would particularly appeal to young people. By contrast, an emphasis on maintaining the peace and tranquillity may appeal more to older people, to people who visit the park prompted by their religious or spiritual beliefs and for those seeking a romantic destination. The design needs to factor in how these different priorities can be balanced, to enable inclusive and equal access for all.
- Enhancing and making available the heritage and cultural riches of the Palace has appeal for a wide range of people, including people from BME backgrounds, for young people, for older people and for both men and women. This also applies to capitalising more effectively on the educational and conservation dimensions of the Park, which was widely felt to be under-used.

- One opportunity to engage with different faith groups, including churches whose congregations are from African or Caribbean backgrounds, may be through capitalising on the Park as a place for quiet contemplation and prayer use. This may be an opportunity that merits more focused engagement with relevant groups.



Agenda item:

**Alexandra Palace & Park Board**

**on 24<sup>th</sup> July 2012**

Report Title: **Park Update**

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

## **1. Purpose**

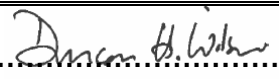
1.1 To consider proposals to close two Park gates overnight and to consider the updated proposals for the cricket ground.

## **2. Recommendations**

2.1 That the Board notes the outcome of the Green Flag Award application.

2.2 That the Board considers the proposal to begin overnight closures of two Park entrances and agrees to a trial, subject to the advice of the Advisory and Consultative Committees.

2.3 That the Board considers the updates for the irrigation tank at the cricket ground and confirms agreement to the final proposal.

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 sets out a proposal to close two of the Park entrances at night as a way to tackle anti-social behaviour and vandalism.

3.2 An update of the Cricket Ground improvement project is set out following discussions and a site visit by members of the Advisory and Consultative Committees.

## **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. Green Flag Award**

- 6.1 The results of the Green Flag and Green Heritage Awards are due to be released on 17<sup>th</sup> July. There will be a verbal update of the results at the meeting.

**7. Closure of Gates**

- 7.1 Over recent years there has been a number of incidents of vandalism and anti-social behaviour around the Park. In particular there have been repeated problems in the Grove and the Redston Field. A number of local residents and Park tenants have made requests for the entrances to those areas to be closed after dark, especially during the summer months.
- 7.2 Regarding the Grove, there are often fires, vandalism to fencing, litter and broken glass associated with visitors using the Muswell Hill pedestrian entrance. There is currently no gate on this entrance so a new gate will be required at an estimated cost of around three thousand pounds.
- 7.3 In Redston Field there are regular gatherings of large groups of youths who start fires, drop litter, break glass and cause disturbance to the neighbours on Redston Road and Park Avenue North. Alexandra Palace security officers do attend when informed, but the youths usually flee and return 20 or 30 minutes later. Occasionally the Police will attend if the groups get particularly rowdy.
- 7.4 Although each incident is minor, the overall impact on neighbours and tenants is distressing. The litter and broken glass can be a hazard to visitors and animals. The large volumes of litter also slow down the team when they are clearing it up.

**Risks**

- 7.5 When this matter was discussed around ten years ago, the request for closure was rejected because of the risk of entrapment as the remainder of the Park and the road will remain open. Adequate signage and marketing before the change occurs, coupled with a deployment of high visibility staff at the outset, should reduce this risk.

**Resources**

- 7.6 Alexandra Palace security officers would carry out the locking and unlocking on their normal patrols. The timing could initially be from 10.00pm to 6.30am, but this could be flexible according to feedback and results.
- 7.7 There would be initial costs for signs, marketing and staffing at the outset, these costs will be in the region of a few thousand pounds and can be funded from the existing Park budget.
- 7.8 There should be a decrease in vandalism, litter and noise disturbance in the two areas.

**Consultation**

- 7.9 Tenants in the Grove (Garden Centre, Little Dinosaurs, 345 preschool and Grove Café) were consulted and all responded very positively in favour.
- 7.10 There have been a large number of complaints and inquiries about this matter of the past few years. A review of the records shows that 45 incidents in the Grove were *recorded* by the security team over nine months in 2011. The Grove Café fencing vandalism has been reported to police at least five times over the last year.



- 7.11 The Board could approve the proposal subject to advice from the Advisory and Consultative Committees.

**8. Cricket club and grounds improvement project**

- 8.1 The Board will recall previous discussions about this project, the most recent was at the meeting on 29<sup>th</sup> November 2011.
- 8.2 At that meeting it was RESOLVED that: 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 ... and the advice of the Statutory Advisory Committee. The “in principle” agreement was also subject to an agreed method statement and full indemnity.
- 8.3 Due to a number of concerns raised by the members of the Joint Informal Advisory and Consultative Committee at meetings in March and May 2012, a site visit was arranged so the Project Manager could discuss the work in detail.
- 8.4 At the site visit, three options were outlined for BSF to follow up:
- Use the Thames Water reservoirs as an irrigation supply. This option is not viable within the required timescales. A multi-party legal agreement would be required and this alone could take many months to complete.
  - Bury the irrigation tank below ground level. This option will increase capital costs. An underground tank will also have increased maintenance costs that the Club will be required to meet in perpetuity. New funding may be available via planning gain (section 106), but this is uncertain at the time of writing.
  - Locate the tank to the north-west of the club house in the scrub area adjacent to the car park. The site will have to be carefully chosen to avoid it affecting future plans for improving the facilities. The increased distance will add some extra costs to the installation.
- 8.5 The matter is due to be discussed at the Joint Committee meeting on 17 July 2012. Due to timescales the draft resolutions will be circulated to Board members following that meeting.
- 8.6 For clarity, the Board has previously agreed to Phase 1 of the works (drainage improvements and alterations to the club house) as well as a new lease to permit the club to be sub-let to the Heartlands High School.
- 8.7 In addition to this, the Board is now being asked to confirm their agreement to the final proposal for the irrigation system and storage tank, taking the Advisory and Consultative Committee’s advice into account.

**9. Recommendations**

- 9.1 That the Board notes the outcome of the Green Flag Award application.
- 9.2 That the Board considers the proposal to begin overnight closure of two Park entrances and agrees to a trial, subject to the advice of the Advisory and Consultative Committees.
- 9.3 That the Board considers the updates for the irrigation tank at the cricket ground and confirms agreement to the final proposal.

**10. Legal Implications**

- 10.1. The Council's Head of Legal Services has been consulted in the preparation of this report, and has no comments, save in relation to the recommendation on the closure of the two Park Gates.
- 10.2. In view of the fact that this is a local issue, when combined with the terms of reference for the Consultative Committee, the Head of Legal Services would support the recommendation as set out in paragraph 9.2 of the report.

**11. Financial Implications**

- 11.1 The LBH Chief Financial Officer's notes the contents of this report.
- 11.2 The costs for initiating the gate closure can be met from the existing Park budget.

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

- 12.1 Appendix 1: Photo of vandalised fence at Grove Café
- 12.2 Appendix 2: Plan of Park

**Appendix 1**





Alternative parking:  
 ↗ N22 6TB, ↗ N226LN

Alexandra  
 Palace the  
 people's palace.

Key.

- |                     |                     |                          |
|---------------------|---------------------|--------------------------|
| Palm Court Entrance | Paddock Car Park    | BBC Reception            |
| Great Hall Entrance | Dive Car Park       | Heavy traffic at times   |
| Café                | Pavilion Car Park   | London Underground       |
| Bar                 | Fairground Car Park | Bus Stop                 |
| Ice Rink            | East Car Park       | Pick up / drop off point |
| Park Entrances      | Grove Car Park      | Sat Nav – N22 7AY        |

Discover your Ally Pally.

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

Follow A504 for  
 North Circular (A406)  
 or A1 for M1

Follow A1201 for  
 Finsbury Park

Follow A504  
 for A10 to M25

This page is intentionally left blank

## Alexandra Palace & Park Board

24 July 2012

Report Title: **Regeneration Working Group Update**

Report of: Mark Hopson, Head of Regeneration & Development, Alexandra Park & Palace

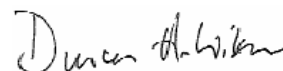
### 1. Purpose

- To report back the results of the Regeneration Gateway Review to the Board
- To update the Board on the final draft of the Conservation Management Plan (a presentation on the evening will be given).
- To update the Board on the final draft of the Regeneration Business Plan
- To update the Board on the strategic spatial masterplan and proposed changes as a result of the recommendations from the consultation feedback.
- To outline forthcoming key regeneration activity and the next stage of work in the programme.

### 2. Recommendations

- That the Board reviews and notes the recommendations of the Regeneration Gateway review report
- That the Board notes the key changes to Conservation Management Plan and formally adopts this document as the Palace's conservation manual.
- That the Board notes the updates made to the Regeneration Business Plan and adopts this as an iterative document that underpins the evolving regeneration programme
- That the Board approves the proposed changes to the strategic spatial masterplan document as a result of the consultation feedback and recommendations.
- That, subject to the above recommendations being approved, the Board endorses the regeneration programme progressing to the next stage of work (please see section 10 below - next steps) which will include the submission of a formal HLF bid following the November Board meeting and preparation of a prospectus for engagement with the market, also for approval at the November Board meeting.

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



Contact Officer: **Mark Hopson, Head of Regeneration & Development, Alexandra Park & Palace**

### 3. Executive Summary

3.1 This report sets out the overall progress and key outcomes of the regeneration programme since the last update to the Board in June 2012. In summary:

- Regeneration Gateway Review – a review of the regeneration programme was carried out in early July to assess the delivery of the programme to date and provide independent assurance to the Trust for progressing to the next stage of work. Overall, the review conclusions found the regeneration programme to be well managed with a strong professional team supporting the work. The recommendations are listed at paragraph 6.4 below along with the Trust's response. A full draft of the report (restricted) is at Appendix 1.
- The final draft of the Conservation Management Plan has now been updated to reflect feedback from stakeholders and statutory authorities such as English Heritage. A presentation on this update will be given at the Board.
- The business plan for the regeneration programme has been updated to reflect how the operating model for Trust may look as a result of the regeneration programme. On this basis, the current business plan sets out ten potential business units with associated projections for cash flow based on some calculated assumptions for each of the business units over a 10 year period. A summary update report is provided at Appendix 2 (restricted).
- The strategic spatial masterplan has now been widely consulted upon and a set of draft recommendations have been put forward as a result of the independent consultation report (presented as a separate report on the agenda). A presentation will be given to the Board highlighting the key aspects of the consultation results and how this informs the final draft of the masterplan.
- Should the Board approve the recommendations outlined in this report, the next steps in the regeneration programme will focus on finalising the HLF submission, reviewing the Regeneration Working Group (RWG), commissioning a specialist advisory team to develop options that would enable the Trust to approach the market for partners and developing a draft prospectus all for consideration at the next Board meeting in November.
- The key timescales for the next stage of work involve commissioning specialist property advisors in September, developing outline options for approaching partners in October and submitting a full bud to the HLF bid by November.

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

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

Appendix 1 – Gateway Regeneration Review Report and Appendix 2 – Regeneration Business Plan are restricted, as they contain exempt information as defined in Section 100a of the Local Government Act 1972; Para 3 - information relating to the business or financial affairs of any particular person (including the authority holding that information).

**6. Regeneration Gateway Review**

- 6.1 Gateway Reviews deliver a 'peer review', in which independent practitioners use their experience and expertise to examine the progress and likelihood of successful delivery of a programme. Such reviews are considered best practice for significant capital investment, regeneration or change management programmes and aim to provide assurance for progression through key stages of a regeneration programme.
- 6.2 Given the scale, complexity and risks of the Palace's regeneration programme, a Gateway Regeneration Review was commissioned by Local Partnerships to be carried out between 3

and 5 July 2012. The regeneration review is a hybrid gateway review which addresses all of the key principles of a traditional Gateway Review (governance, programme management, risks, finance etc.) with a regeneration focus and perspective – thus looking at the options for delivering public assets with a range of partners and mixed funding solutions.

6.3 Overall, the review conclusions found the regeneration programme to be well managed with a strong professional team supporting the work. The recommendations set out in the report aim to provide independent advice on key changes that can help to strengthen the programme and bolster its success.

6.4 A draft copy of the report is attached as a restricted item at Appendix 1. The key recommendation should be read in context of the full report, but in summary, are as follows (responses are given in italics):

- **Develop a unified and credible client**  
*We are setting up a closer method of working with LBH which addresses key issues for early agreement at the appropriate level.*
- **Put in place clear future funding arrangements**  
*As cost estimates and possible contract structures are clarified in the coming months these issues will become clearer.*
- **Deliver quick wins and consider access and public realm improvements to build confidence**  
*In hand: a programme of such enhancements and spend-to-save measures within current funding constraints is under urgent consideration for the coming year.*
- **Put formal project management processes in place for the HLF application**  
*We have set up a project group chaired by DW to take us through to submission of the Stage 1 bid. All the necessary consultants have now been recruited and reports commissioned.*
- **Carry out a scenario planning exercise and a workshop to scope procurement needs**  
*We have begun this process with lawyers BWB advising on possible contract models.*
- **Develop a communications plan to ensure the wider benefits of the programme to Haringey are understood**  
*Follow up to stakeholder and community group consultations being developed.*

## **7 Conservation Management Plan (CMP)**

7.1 Along with the strategic spatial masterplan, the CMP has also been a key document underpinning the regeneration programme. The main aim of the CMP is to inform and provide the Trust with a detailed assessment of the heritage value of the building and guide/advise on proposals for future use. The CMP itself provides:

- an analysis of the history and construction of the building
- an assessment of the significance of the building and of its various component elements
- a conservation briefing for the future usage of the building

7.2 The public consultation also sought feedback on this document and to date comments have been received from a number of individuals and statutory organisations such as English Heritage who have, on the whole, supported the document. To date, the CMP has been

updated to include clarifications on information, maintenance schedules as well as implementation policies for conserving our heritage assets.

- 7.3 A full presentation of the proposed changes to the CMP will be made to the Board summarising feedback and proposed changes.

## **8 Regeneration Business Plan**

- 8.1 The regeneration business plan (produced by Colliers International and dated July 2012) is an iterative document that has been developed in parallel with the evolution of the regeneration programme over the last 12 months. A number of versions of this document have been presented to the Board (the last of which was in April 2012) with the aim of updating Trustees on the most recent thinking.
- 8.2 In essence, the business plan for the regeneration programme has been updated to reflect what the operational model for the Trust may look like as a result of the regeneration programme. On this basis, the current business plan sets out ten potential business units with associated projections for cash flow based on some calculated assumptions for each of the business units over a ten year period. As such, it does not consider detailed capital costs which are the subject of a separate exercise. It does, however, consider the different scenarios for raising capital funds that could be supported by the operational business plan. It also summarises the expected economic impact of the project in terms of job creation.
- 8.3 A summary of this business plan is attached as a restricted document at Appendix 2 due to the commercially sensitive nature of the content.

## **9 Strategic Spatial Masterplan**

- 9.1 The strategic spatial masterplan has now been widely consulted on, the results of which are the subject of a separate report on the agenda – see item 7 - Review of Regeneration Consultation Results and Next Steps.
- 9.2 In developing the masterplan, a number of issues such transport, access and community benefit were assessed. To this end, a full report explaining the masterplan and related matters is attached at Appendix 3. Additionally, a short presentation will be given at the Board highlighting the key aspects of the consultation results and how this informs the final draft of the masterplan.

## **10 Forthcoming Regeneration Activity and Next Steps**

- 10.1 Should the Board approve the recommendations in this report and authorise the Regeneration Working Group (RWG) to proceed to the next stage of regeneration, there are number of immediate tasks and milestones that will require attention.
- 10.2 Key forthcoming regeneration milestones are summarised as follows:

### **HLF Bid**

- 10.3 As reported at the previous Trust Board in June, a number of professional consultants have been engaged to assess the Theatre with a view to submitting a significant HLF bid in November 2012. The consultants are currently assessing the viability of potential commercial and community uses in the Theatre, with the aim of building a credible business



plan that will form the foundation of our bid to HLF. The Friends of the Theatre are being fully involved as are other community and cultural groups.

- 10.4 In addition to the Theatre itself, the HLF bid will also seek grant funding to support the repair and upgrade of certain public areas such as the Theatre Foyer and associated outside spaces, East Court Entrance and BBC Studios. The BBC studios element will be centred primarily around a learning and education function that will initially provide suitably appropriate space for primary school children to use a classroom and learning facility. This will also include providing access to Studio A that is DDA compliant.
- 10.5 Much of the work for the HLF bid is currently in progress, but a full draft of the bid will be submitted for the Board for consideration at the next Trust meeting scheduled in November 2012.

#### **Regeneration Working Group**

- 10.6 In line with the changing requirements to deliver the next stage in the regeneration programme, a review of the current membership of the Regeneration Working Group it is proposed so that the appropriate experience and skillsets are engaged to oversee next steps.
- 10.7 In particular, it is envisaged that procurement, finance and legal expert will be required. An update on any changes proposed will be given at the next Board meeting in November 2012.

#### **Professional Advisory Team**

- 10.8 As has been reported in previous papers to the Board, it has always been envisaged that a professional advisory team would need to be commissioned to help the Trust develop and fine tune a set of options for approaching the market either for proposals on how options could be executed (with a view to drafting an invitation to tender) or to obtain partners at this stage (if only a limited procurement process is required). The team will be based around expertise in property/estates, procurement and contract management.
- 10.9 At the time of writing, it is envisaged that the first phase of market engagement might include a package for a hotel and/or the events spaces (i.e. the Great and West Halls). The exact detail of how this might be presented as an opportunity to the market and the procurement approach is what the professional advisory team will be commissioned to develop. A full report outlining these options will be presented to the Board at the November meeting.
- 10.10 In the meantime, Trust staff have already engaged with the Trusts' solicitors, Bates Wells & Braithwaite, to begin discussing the legal framework that would enable the Trust to engage with potential proposing parties or partners.

#### **Options for approaching the market and prospectus**

- 10.11 As mentioned in paragraph 10.8 above, the Trust will seek to commission a specialist advisory team to develop a package that would enable the Trust to approach the market for partners. One of the key steps in this process will be to prepare a prospectus that could be used to invite expressions of interest from the market along the lines set out in paragraph 10.8.
- 10.12 A draft prospectus will be presented to the Board for consideration and approval at the next meeting in November.

## 11 Programme Timescales

- 11.1 Should the Board approve the recommendations in this report and endorse the regeneration team to proceed to the next phase of, there are a number of key activities and milestones that will need to be worked through. The key programme milestones and timescales are summarised as follows:

August/September 2012	- Completion of all Theatre related studies: feasibility, cost plan, business plan and initial designs. BBC education space – initial design and access proposals drafted.
September 2012	- Commission professional advisory team
Sept/Oct 2012	- Develop outline options for Hotel and events spaces with associated design framework and access arrangements.
November 2012	- Submission of HLF bid after approval by Board - Proposed options for market engagement and draft prospectus to for Board consideration.

- 11.2 A key milestone chart will be circulated to the Board outlining the main key regeneration milestones over the coming 12 months.

## 12 Consultation

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

## 13 Recommendations

- 13.1 That the Board reviews and notes the recommendations of the Regeneration Gateway review report
- 13.2 That the Board notes the key changes to Conservation Management Plan and formally adopts this document as the Palace's conservation manual.
- 13.3 That the Board notes the updates made to the regeneration business plan and adopts this as an iterative document that underpins the evolving regeneration programme
- 13.4 That the Board approves the proposed changes to the strategic spatial masterplan document as a result of the consultation feedback and recommendations.
- 13.5 That, subject to the above recommendations being approved, the Board endorses the regeneration programme progressing to the next stage of work (please see section 10 below - next steps) which will include the submission of a formal HLF bid following the November Board meeting and preparation of a prospectus for engagement with the market, also for approval at the November Board meeting.

## 14 Financial Implications

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

## 15 Legal Comments

- 15.1 The Council's Head of Legal Services has no comments on this report.
- 15.2 The Trust's solicitor notes the content of this report.

## 16 Financial Comments

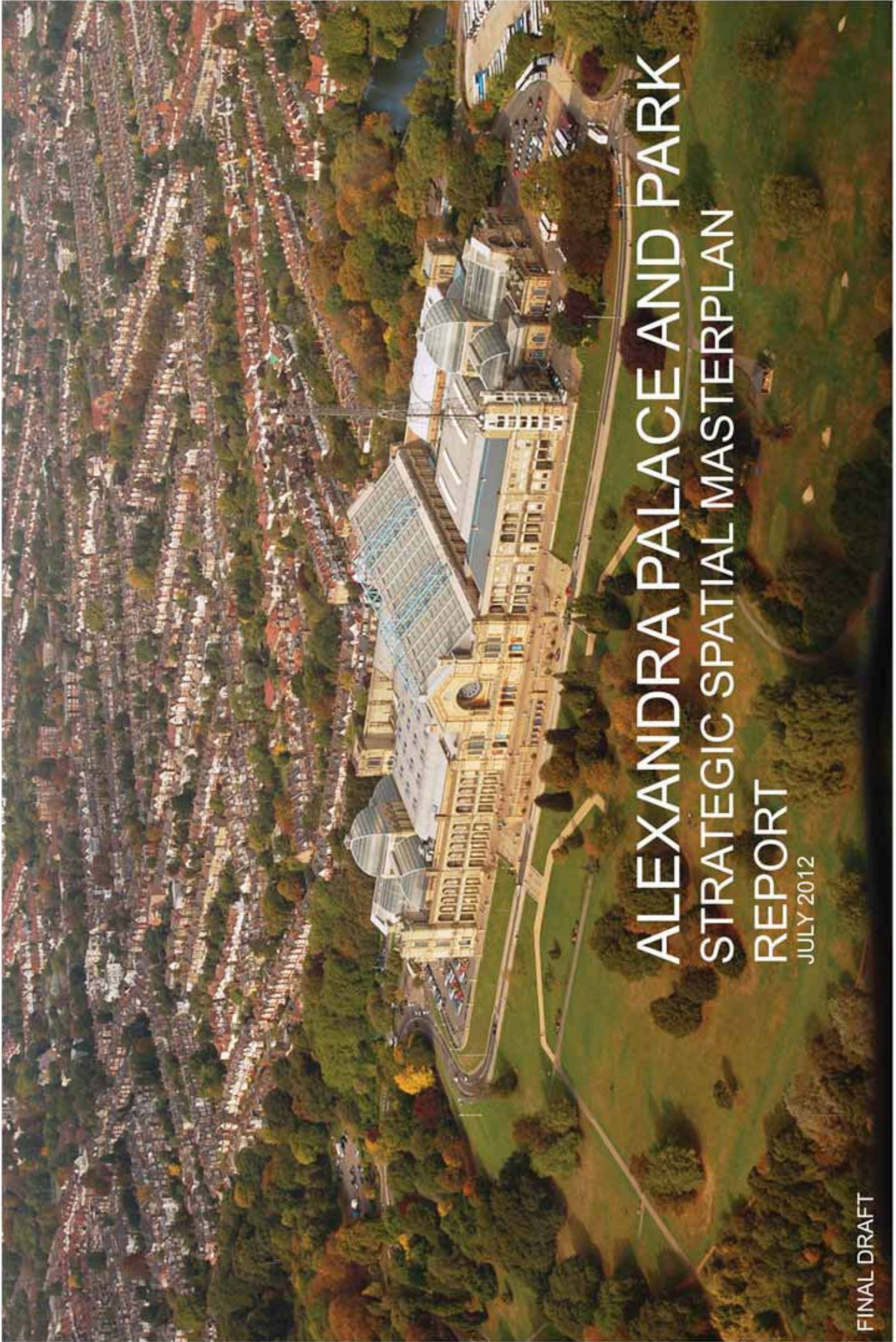
- 16.1 The London Borough of Haringey CFO has been consulted on the contents of this report.
- 16.1 The Trust's Director of Finance notes the contents of this report.

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

Appendix 1 – Gateway Regeneration Review Report (restricted)  
Appendix 2 – Regeneration Business Plan (restricted)  
Appendix 3 – Masterplan report

This page is intentionally left blank





# ALEXANDRA PALACE AND PARK STRATEGIC SPATIAL MASTERPLAN REPORT JULY 2012

FINAL DRAFT





FOREWORD  
by Sir Terry Farrell

Strategic Thinking for Alexandra Palace



Alexandra Palace 1890



Alexandra Palace represents a fascinating microcosm of our big picture **strategic thinking** on London – we also bring deep understanding of your site due to our previous work on Alexandra Palace, providing temporary facilities during reconstruction of the original building in the early 1980s following the fire.

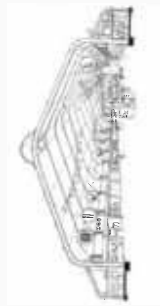
Taking sensitivity to place as a key generator of the brief for any project as its foundation, the practice has carried out projects worldwide. Here we believe we can ally this big picture thinking, involved in understanding context and the nature of place, with a more intimate understanding and analysis of how a complex of linked building components may be allowed to operate as an integrated, sustainable whole – rather like a small city in its own right.

Our strategic thinking for large-scale clients, evidenced by our similar work for the Royal Institution, at the Great North Museum and the Dean Gallery, and with projects involving **complex event and activities** programmes within interlocking grand interior spaces such as at the Edinburgh International Conference Centre.

With this ability to think **strategically** about your issues, our **familiarity** with the site and its opportunities to flourish, I believe that our combination of skills can produce **real value** for the future of Alexandra Palace.



Sir Terry Farrell, CBE



Farrel's Pavillion, 1981



Farrel's Pavillion, 1981



O2 Arena  
- masterplan for events facility



GREENWICH PENINSULA - MASTERPLAN INCLUDING THE O2



THE DEEP



BEIJING SOUTH STATION



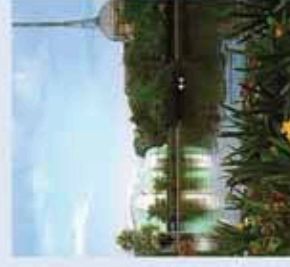
EDINBURGH INTERNATIONAL CONFERENCE CENTRE



GUANGZHOU STATION



FARRELLS PAVILION AT ALEXANDRA PALACE, 1981



## FARRELLS EVENTS + BUILDINGS

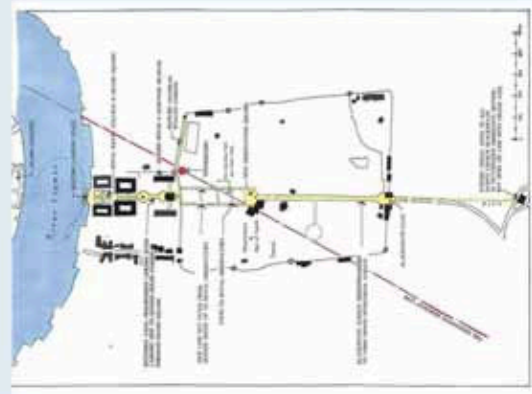




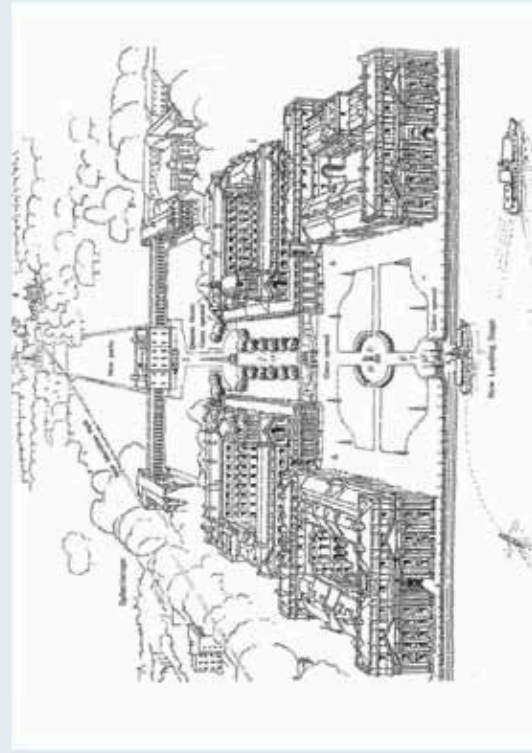
HONORARY PLANNER TO LONDON'S ROYAL PARKS



LONDON ZOO - MASTERPLAN  
INCORPORATING MAJOR EVENT SPACE



ALEXANDRA PALACE

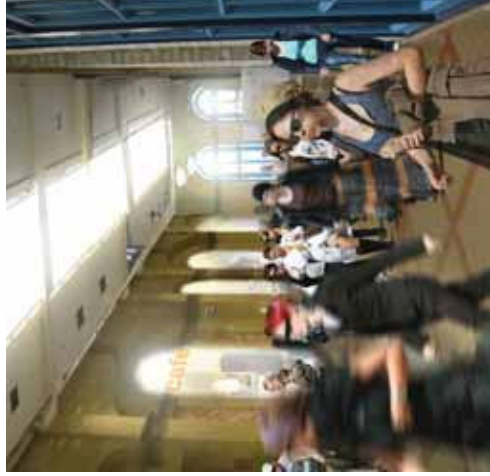


GREENWICH PALACE AND PARK



# FARRELLS STRATEGIC VISIONS - PARKS AND LONDON WIDE ADVOCACY





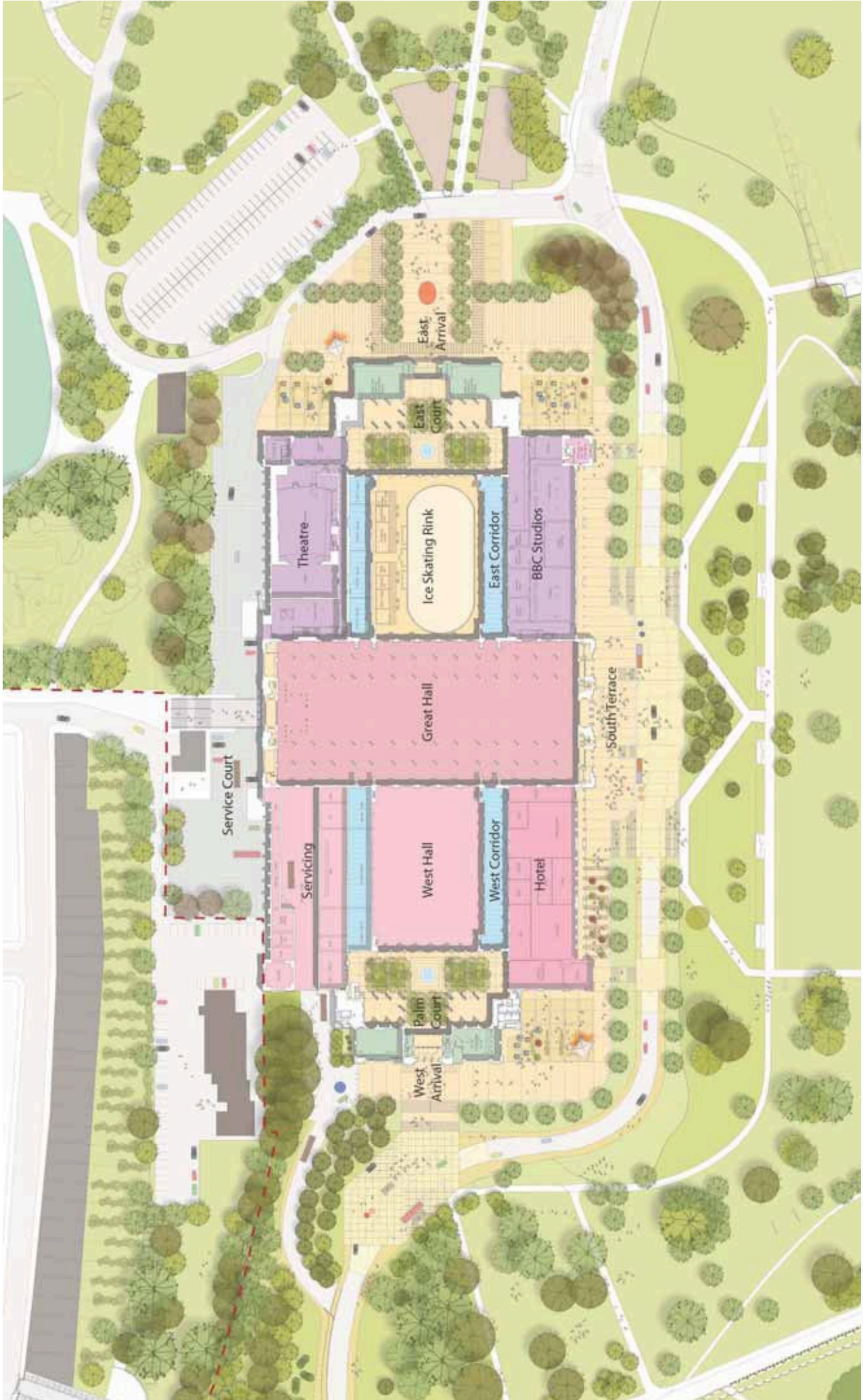
## STRATEGIC SPATIAL MASTERPLAN - THE VISION

ALEXANDRA PALACE



# STRATEGIC SPATIAL MASTERPLAN - THE VISION

ALEXANDRA PALACE



Farrells, with WSP Transport, Alexandra Palace team and the wider Consultant team have completed the Strategic Spatial Masterplan for Alexandra Palace and Park. Six key projects have been identified as part of the strategy to refurbish and rejuvenate Alexandra Palace. These projects have evolved from Masterplan principles examined and tested through the Masterplan process. This process to develop the ideas for the Masterplan is set out below and the six key projects, with supporting detail information, are set out later in this report.

## Developing the Alexandra Palace Strategic Spatial Masterplan

Work on the Alexander Palace Strategic Spatial Masterplan was undertaken with a detailed site visit, consultant and project team brief analysis, inception and visioning meetings. In summary, the meetings completed included:

### 1. Client Inception Meetings

Alexander Palace 'Zoning Masterplan' was tabled and discussed

### 2. Client / Consultant Briefing Meeting

Wider aspirations for the Masterplan was discussed including summary of Colliers Business/Use Plan with a focus on key target dates including:

- AP Board presentation April 3 2012
- Public consultation early summer 2012
- HLF application late autumn 2012

### 3. Consultant Team Site Visit

Detailed overview of the building and uses - current, historic and proposed

### 4. Facilities and Event Management Briefing – AP with Farrells, Harrison:Fraser & WSP

Overview of events planning and coordination with requirements in anticipation of tendering process for Events Company later in 2012 :

- Car parking
- Public transport
- Future use – music / multi-use incl. sport / awards & exhibition
- BBC history
- Learning and children
- Events in the park – boutique (noise)
- Daylight to the great hall not now required
- Connect to the past and history
- New technologies (the Royal Albert Hall and TV)
- TV
- Creative industries
- Use the views
- More than an event
- Anticipating the Olympic park as a competitor
- Connect with Kings Cross

### 5. Masterplan / Traffic Review Meeting – Farrells & WSP

First thoughts on wider public transport issues, on site public transport opportunities, the road in the park, car parking, walking distances and orientation considerations and crowd management were reviewed.

### 6. Masterplan / Conservation meeting – Farrells & Donald Insall Associates

Overview of aspects within the Conservation Management Plan that will affect and interface with the Masterplan were discussed including :

- West corridor (and the hidden 3)
- North towers – a rebalancing
- Service yard
- Terrace and stairs
- BBC tower and colonnade

### 7. Masterplan / Public consultation meeting – Farrells & Harrison:Fraser

Overview of spatial and use ideas, current and proposed, that will be influenced by public interest in the project.

- Journey times as comparison
- Transport interchange connections
- Food as a use – cookery school
- Film with AP as your back drop (annual smart phone film festival)
- Rituals and traditions of great gardens (weddings in Regent's Park)
- London unplugged

Farrells collected and collated existing project information, reports, plans and images and created a new set of information to facilitate the discussion on the Masterplan going forward. These included:

- Area use plans
- Spatial arrangement studies
- Building sections
- Models
- building and park scale comparisons
- internal and external use precedent studies

Farrells then created a spatial and use framework for the Palace and Park, that was examined through a client/consultant 'charrette' design session, and then developed outline principles for the better spatial understanding and use of the building. These principles were formed into a framework into which appropriate synergies of uses could be considered, whilst aligning with the directions of the draft Business Plan, the evolving Public Consultation Strategy and Heritage Management Plan.

### 8. The Masterplan - 10 principles - From the Outside In and the Inside Out

The visioning work for the Masterplan was developed into 10 key principles including an understanding of the scale of the Palace and Park together with strategies for improving the entrance - sequence and circulation of the Palace (to facilitate the improvement of existing uses) and the introduction of new uses in underused or derelict spaces to align with the business plan of live entertainment and sport and that are "on Brand". Conservation and accessibility were considered through all aspects of the evolving strategy.

## OUTSIDE IN

### 1 Understanding the Palace and the Park in the London Context :

- *The Park size and scale and uses against London precedents*
- *The Palace size and scale and uses against London's well known event buildings and architectural iconic buildings*
- *Consider the public perception and actuality of public transport connections for the wider London area*



- 2 **Improve the Palace and Park's access and legibility :**
  - Consider the Parks thresholds - gates and road entrances
  - Consider how the local community and London generally use the park
  - Adapt the road through to join the Palace with the Park more seamlessly
  - Consider the public perception and actuality of public transport connections for the local area
- 3 **Understand the Palace in its Park setting :**
  - Consider how the two meet and improve the interface by improving front door legibility, servicing access and are more 'filtered' number of entrances for new uses and activities
  - Activate the central front door to the South

## INSIDE OUT

- 4 **Activate the Palm Courts :**
  - Supplement and introduce new palms, planting and water to the Palm Court spaces Introduce new uses with front doors off the central spaces
  - Create flexible multiuse spaces building on their historical and iconic feel
- 5 **Order the internal circulation :**
  - 'Re-discover' the four East/West corridors as spaces that filter to the north and south
  - The two southern corridors are opened and clear along their lengths
  - The two northern corridors are a set of linked spaces
  - Use the four corridors to improve the egress from the Great Hall
  - Introduce clear vertical circulation to all levels including the basement and upgrade the WC provision
- 6 **Improve the 'offer' of the Great Hall :**
  - Upgrade the hall in line with the aspiration of the business plan for the space
  - Minimum upgrade to include replacement lighting and fire alarm systems with glass repair to the roof
  - Consider an upgrade to 'back of house' talent, VIP and servicing spaces
  - Maximum upgrade could include the introduction of elements to create a 'black box' space with improved insulation and energy use, new flexible lighting and servicing systems and an improved acoustic performance of the space
  - Provide improved and more flexible zoning of the hall for varied use size with a variety of food and beverage options
  - Activate the southern door and facilitate general east/west circulation across the building when appropriate to the Great Hall use

- 7 **Open the unused space for new uses :**
  - Provide opportunities for new uses both flexible and permanent
  - Provide new connections with direct access to the levels above and below and out to the building edges and the Park

## 8 Define the Eastern space of the Palace as community and learning :

- Provide a use focus on sport, drama, media and community engagement
- Provide community rooms for meeting
- Improve the ice rink offer
- Bring the theatre back to life
- Use the association with the BBC to create a new media hub around heritage and 21C communication
- Provide food and beverage opportunities to a scale that supports the above uses
- Integrate learning into all the uses in this zone
- Provide public rooms for conferencing, banqueting and wedding hire

## ALEXANDRA PALACE

- 9 **Define the Western side of the Palace with revenue generating and hospitality uses**
  - Provide a focus on live entertainment, live sport, exhibition with hospitality and conferencing
  - Provide appropriate servicing and the box office home
  - Site a new hotel in the Panorama room space with a lobby off the Palm Court

- 10 **Create a 24 hour public place with a 5/10/15 year development strategy**
  - Provide new uses that are relevant and appropriate to the Palace with synergies in their groupings and flexibilities
  - Each move to be assessed and considered against fabric repair or building upgrade to suit public use and business opportunity

## Board Presentation

The ten principles for the Masterplan was presented to the Alexandra Palace Advisory and Consultative Committee Members on 2 April 2012 and to the Alexandra Palace Trustees Board on 3 April 2012. The principles of the Masterplan were broadly accepted by both groups for continued development.

## Six Projects for the Masterplan

The visioning work for the Masterplan and key principles were developed further with the wider consultant team and Alexandra Palace to identify six key projects for development and a more detailed explanation at the proposed Public Consultation. The projects are broken into two groups of three. The first three projects seek to improve the arrival sequence and circulation in the Palace through all areas. The second three projects use related projects and focus on the spaces and uses identified in the business plan and seek to facilitate the opening of currently closed or derelict spaces. Conservation and accessibility are integral through all aspects of the six projects. The Masterplan projects are:

## Improve Access and Legibility of Existing Uses and New Uses

- 1 Improving Your First Impressions
- 2 Upgrading the Entrances to the Palaces
- 3 Making it Easier to Move Around the Palace

## Improve Existing Uses and create New Uses

- 4 Upgrading the Main Halls
  - 5 A Hotel in the Palace
  - 6 Opening Up the Derelict Spaces
- The Theatre  
The BBC Studios  
The Basement

## The Strategic Spatial Masterplan

An overall Masterplan drawing was developed incorporating the six key projects, 3D visuals and precedents were prepared to support and explain the six projects in a clear way. Farrells worked with Alexandra Palace and the graphic consultant to develop the public consultation material.

## Transport Analysis and Summary

WSP concluded the traffic study with a summary presentation including wider transport analysis and local and site focused analysis in relation to the six projects and the business plan.

## Public Consultation

The conclusions and recommendations from the Public Consultation and Diversity Focus Group Workshops were considered in relation to the Masterplan.

## Six Projects within the Masterplan

The visioning work for the Masterplan and key principles identified through the process were developed by Farrells with the wider consultant team and Alexandra Palace to identify six key projects for development and explanation at the proposed Public Consultation. The first three projects seek to improve the arrival sequence and circulation in the Palace through all areas. Three use related projects focus on the spaces and uses identified in the business plan and seek to facilitate the opening of currently closed or derelict spaces. Conservation and accessibility are considered integral through all aspects of the six projects.

An overall Masterplan drawing was developed incorporating the six projects. 3D visuals and precedents were prepared to support and explain the six projects in a clear way. Farrells worked with Alexandra Palace and the graphic consultant to develop the public consultation material and focus group material for use by PPS and URS.

The Masterplan is intended to be flexible to a variety of uses and users, both existing and new. Farrells have reviewed the evolving Masterplan against the outputs of the public consultation and diversity focus group discussions and identified where it aligns with feedback and aspirations and where recommendations can be made to improve perception, use and accessibility of the Palace and Park going forward.

## Public Consultation

The conclusions and recommendations of the public consultation process are covered in detail in the separate Consultation Report by PPS.

The report identifies overwhelming support for the Alexandra Palace Masterplan proposals and transport considerations. In summary the following conclusions were reached:

All three projects that seek to improve the arrival sequence and circulation in the Palace through all areas were clearly considered important with emphasis to be given to the rejuvenation of the first impressions and entrance halls. The movement of people through the Palace was considered a low priority to the first two projects.

The Masterplan clearly identifies the importance and value of improving the first impression with public realm projects and the rejuvenation of the front doors and Palm Courts. The projects identified can be considered as a group or separately that can be developed incrementally when associated funding comes forward.

The movement of people through the Palace can also be developed incrementally as uses in the adjacent spaces are improved or introduced. The cross over in projects is inherent to the ideas such as clearing the East Corridor spaces allow the potential for large concert groups to arrive via the East Court, improving accessibility from the East and the train station with improved first impressions. Additionally this alleviates the pressure on the West Palm Court giving more opportunity for flexibility in hospitality opportunities for the Hotel and spaces off the Palm Court.

In relation to the use related projects in the Masterplan, the public consultation identified that the two clear preferences were upgrading the main halls and opening up the theatre. These were followed by a preference to open up the BBC Studios and the basement. The proposals for building a hotel were ranked as the lowest importance.

The Masterplan use proposals can respond positively to the Public Consultation feedback in that the main halls can be developed across a range of improvements as one project or incrementally as the business plans continue to evolve and funding opportunities are explored and confirmed. The theatre refurbishment has momentum with consideration to seek HLF funding this autumn inclusive of an initial stage for opening of the BBC Studios. Other new uses in these areas, identified in the Masterplan, will support the upgrade of these existing uses.

The opening of the basement can be considered as a standalone project with revenue generating opportunities for the Palace or as part of the Hall upgrade or new build in.

The Masterplan allows the Hotel to be considered as a standalone project that can come forward to suit the market response to its potential. Importantly the Masterplan seeks to ensure that the hotel development adds value to the priority uses identified in the public consultation and doesn't detract but improves first impressions and accessibility through the Palace. Public Consultation comment identified some concern to the introduction of a hotel at Alexandra Palace and it will be important moving forward with the Masterplan that the brief for the hotel with associated uses and hours of operation are clearly consulted on and the benefits to the Park and Palace are identified and explained clearly to all user groups.

The public consultation identified the want to increase and improve family orientated events with the provision of family space and facilities with children's play. As the Masterplan evolves and new uses are considered for each area or space, consideration of family facilities should be one of the priorities. The improved public transport strategies identified through the Masterplan will help ensure more family visitors to the Palace and Park.

# Public Consultation and Diversity Focus Group Discussions

## Diversity Focus Group Discussions

The conclusions and recommendations of the diversity focus group discussions are covered in detail in the separate report by URS.

The Masterplan positively addresses many of the focus groups comments and ideas for improving the Palace and Park. Of particular note are the concerns re local and wider public transport perception and improvements. This has been covered in some detail in the Masterplan and needs to stay at the forefront of the evolving Masterplan.

Key recommendations that can be taken forward to improve the Masterplan further include the following key areas. These should be considered in detail as each area or uses is developed and realised:

- Mobility and step free access for wheelchair users and improved access for all disabled and elderly users – actual and perceived – entering and inside the Palace and within the Park
- Improved signage and appropriate surfacing for all users
- Improved provision of toilets and public amenities in different parts of the building
- The South terrace, both upper and lower levels, with improvements to the road and the opening of the basements to consider safety of road crossing with appropriate space for new uses and ease of access between the levels
- The range of attractions needs to be increased to make it worth the visit, particularly to overcome perceived barriers that it is inaccessible to reach
- Circulation spaces such as wide corridors need to be attractive and animated in themselves and not only for functional purpose of moving people from one space to another
- Improved opportunities for young people's use of the Great and West Halls
- The new hotel - inclusive design around the hotel should be incorporated to ensure visitors don't interpret areas as private/exclusive/non accessible
- The opening of the derelict spaces should provide an opportunity for community space use
- The renovation of the BBC studios provide opportunity for engaging more with young people – both local and wider area groups
- The theatre renovation should create learning opportunities for children and young people and provide usage affordable for local groups
- Strengthen further the relationship between the Park and the Palace to encourage increased use of the Palace by local visitors from different cultural backgrounds
- Extend to improvements to the Park in order to facilitate that connectivity.





Contents

Foreground	3
The Vision	6 - 7
Introduction	8 - 9
Public Consultation and Diversity	10 - 11
Understanding Alexandra Palace and the Park in the London Context	15 - 21
Improve the Palace and Park’s Access and Legibility - Site, Local and Wider Transport Considerations	23 - 52
Strategic Spatial Masterplan Projects	53 - 93
Improve Access and Legibility of Existing Uses and New Uses;	53
1- Improving Your First Impressions	53 - 62
2- Upgrading the Entrances to the Palaces	63 - 66
3- Making it easier to move around the Palace	67 - 74
Improve Existing Uses and Create New Uses;	75
4- Upgrading the Main Halls	75 - 82
5- A Hotel in the Palace	83 - 86
6- Opening up the Derelict Spaces	87
-The Theatre	88 - 89
-The BBC Studios	90 - 91
-The Basement	92 - 93
Appendices	95 - 119
A. Existing Plans and Photographs	95 - 100
B. Public Consultation Exhibition Panels	101 - 119



# 1. Understanding the Palace and the Park in the London Context

- Park **size** and **scale** and **uses** against London precedents
- Palace size and scale and uses against London's well known **event buildings** and **architectural iconic buildings**
- Consider the **public perception** and actuality of **public transport connections** for the wider London area





ALEXANDRA PALACE - AN ICONIC LONDON LANDMARK

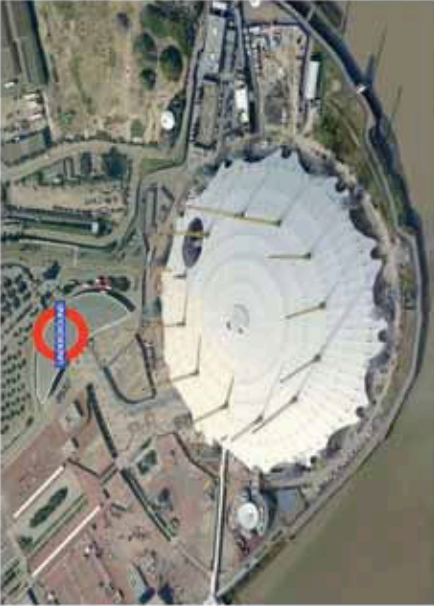
ALEXANDRA PALACE



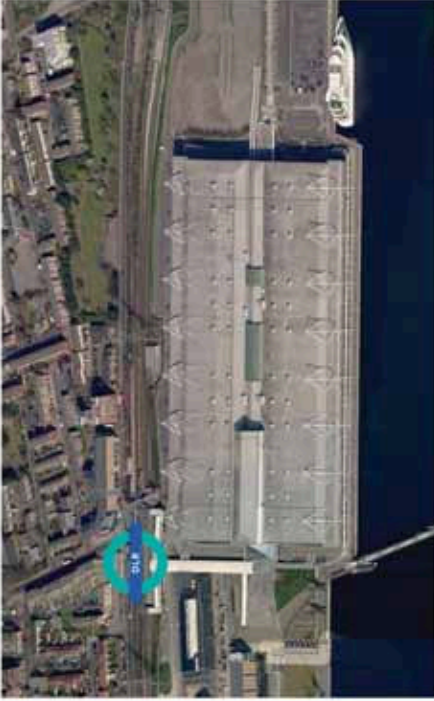


DEFINING THE SITE AND ITS EDGES





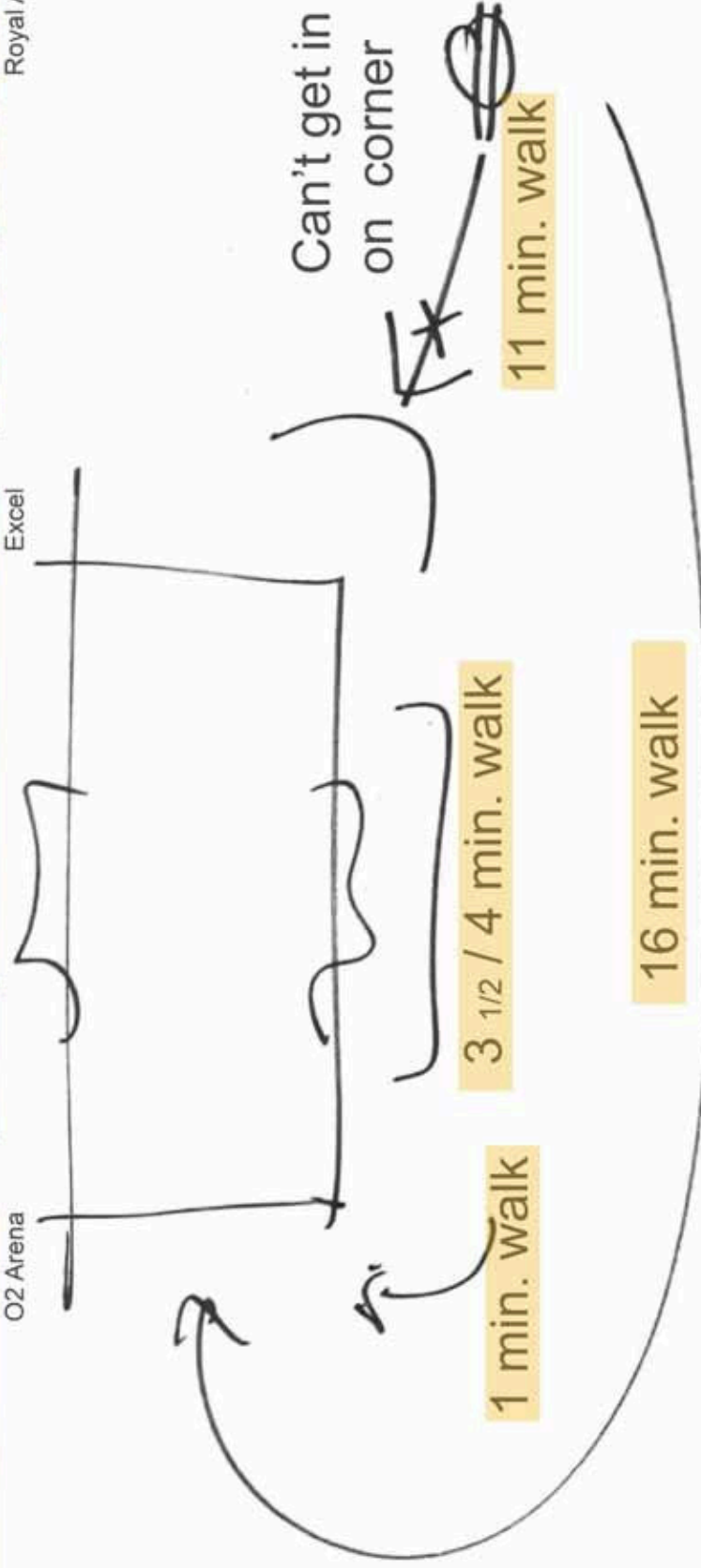
O2 Arena



Excel



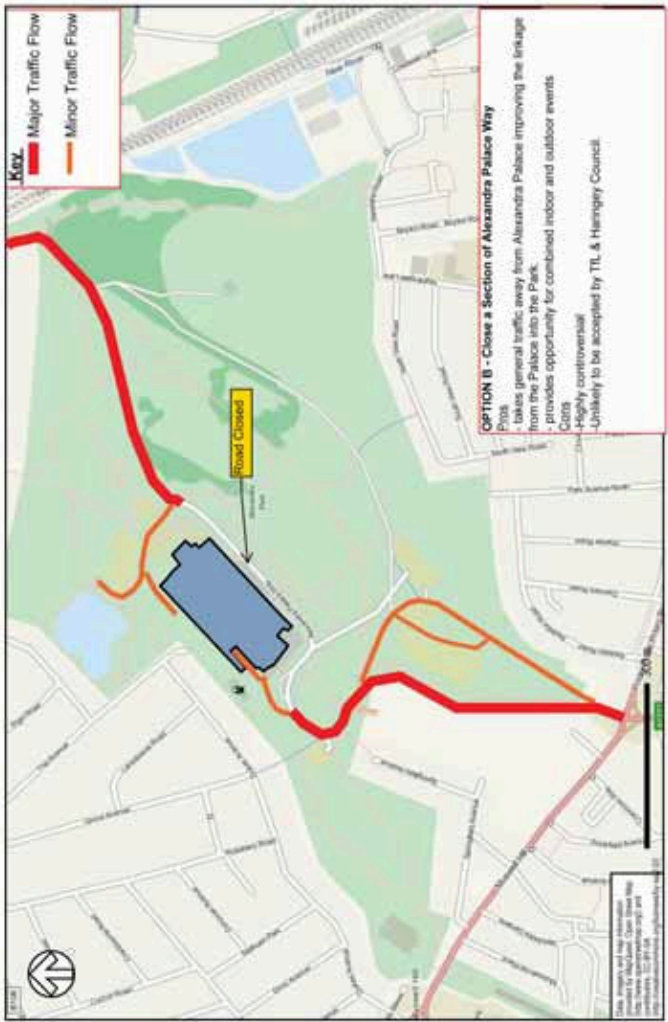
Royal Albert Hall



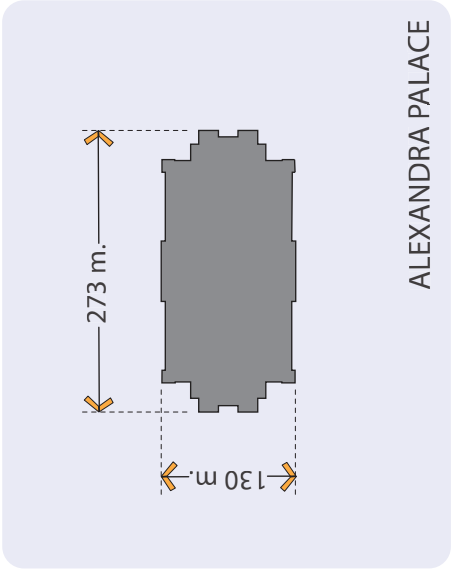
Public transport access should be within about 400 m. of front door

## ARRIVAL AND HOW DO YOU ACCESS THE BUILDING?

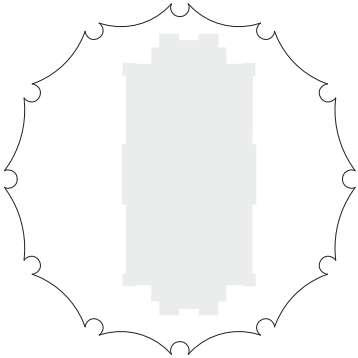




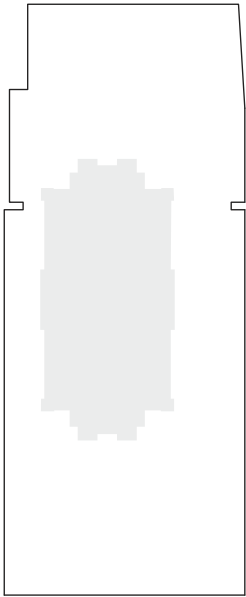
# ADAPTING THE PARK ROAD - OPTION STUDIES



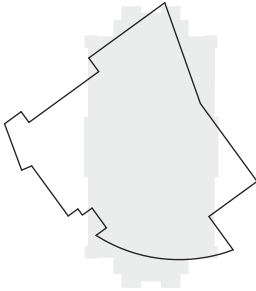
ALEXANDRA PALACE



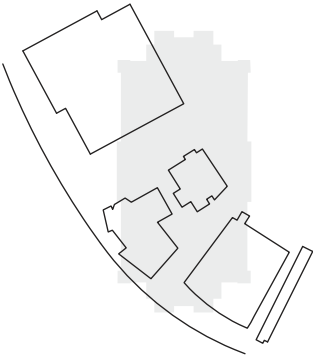
O2 ARENA



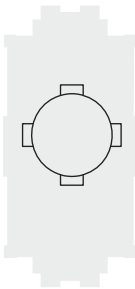
EXCEL EXHIBITION CENTRE



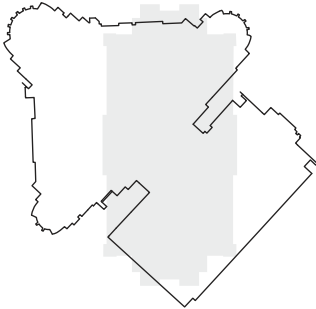
OLYMPIA EXHIBITION CENTRE



SOUTH BANK:  
NATIONAL THEATRE  
ROYAL FESTIVAL HALL  
THE HAYWARD GALLERY



ROYAL ALBERT HALL

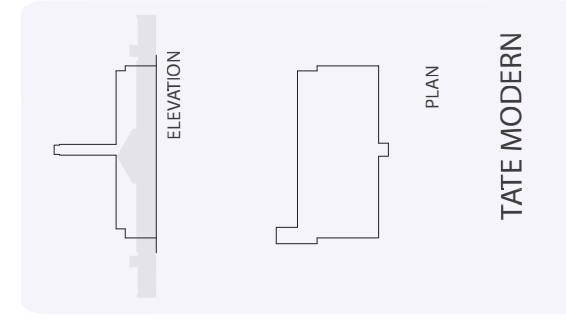
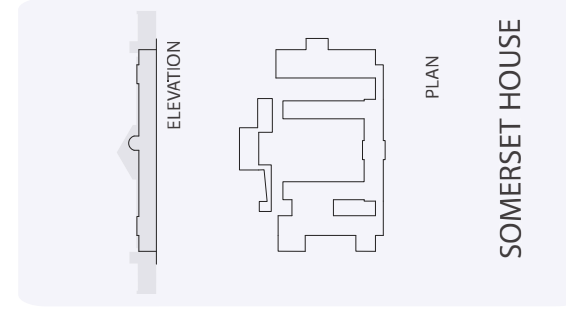
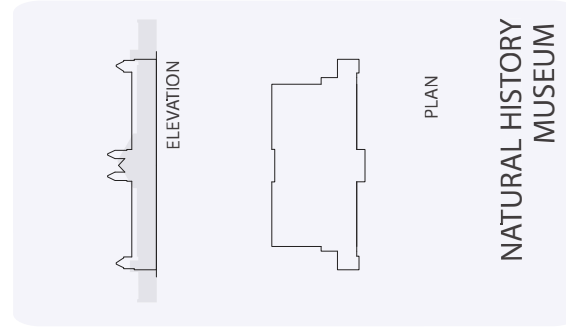
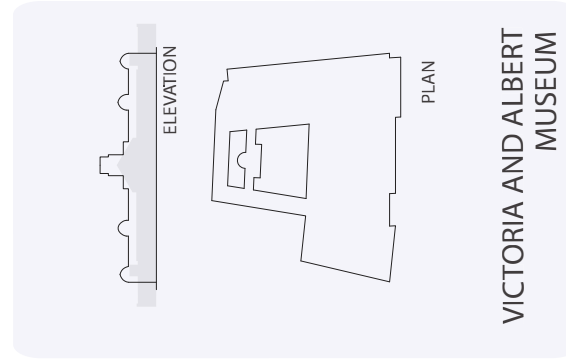
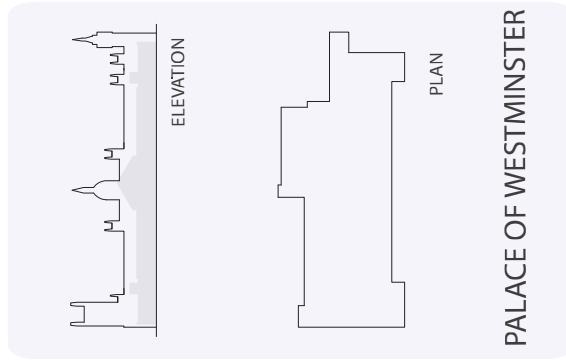
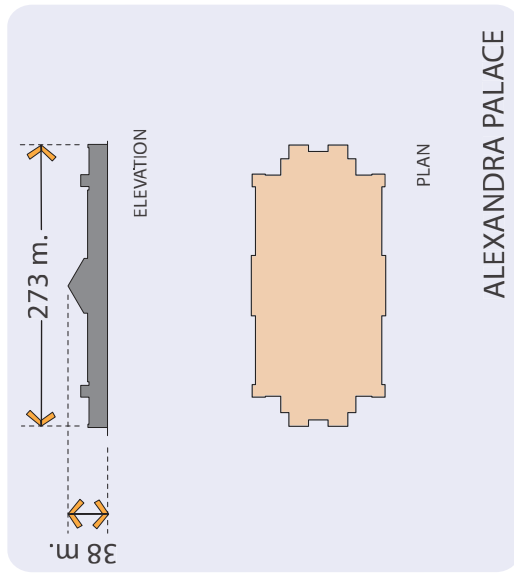
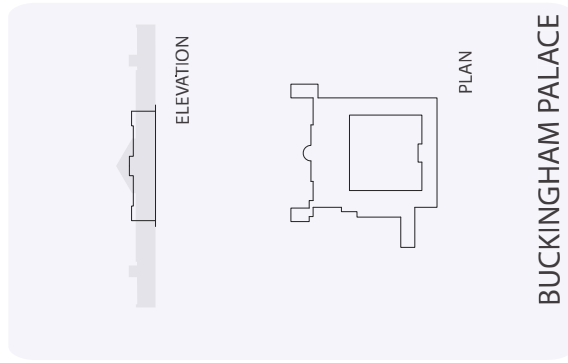
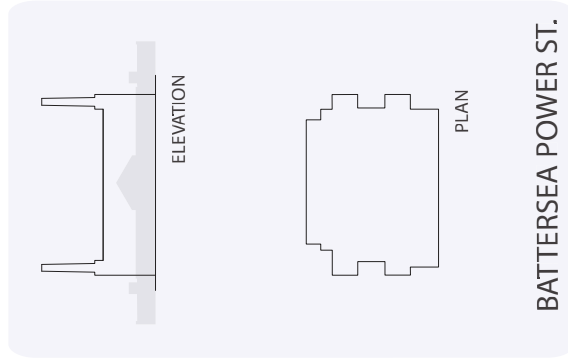
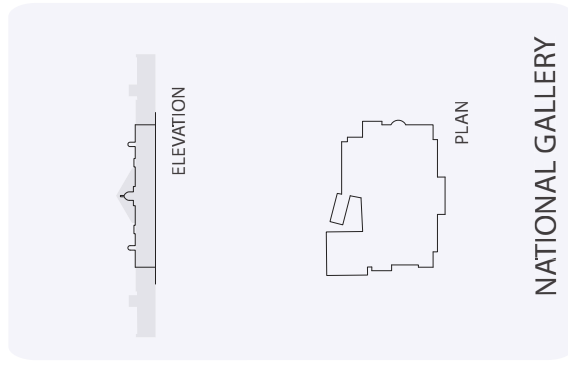


EARLS COURT EXHIBITION CENTRE

BUILDING FOOTPRINT COMPARISON

ALEXANDRA PALACE





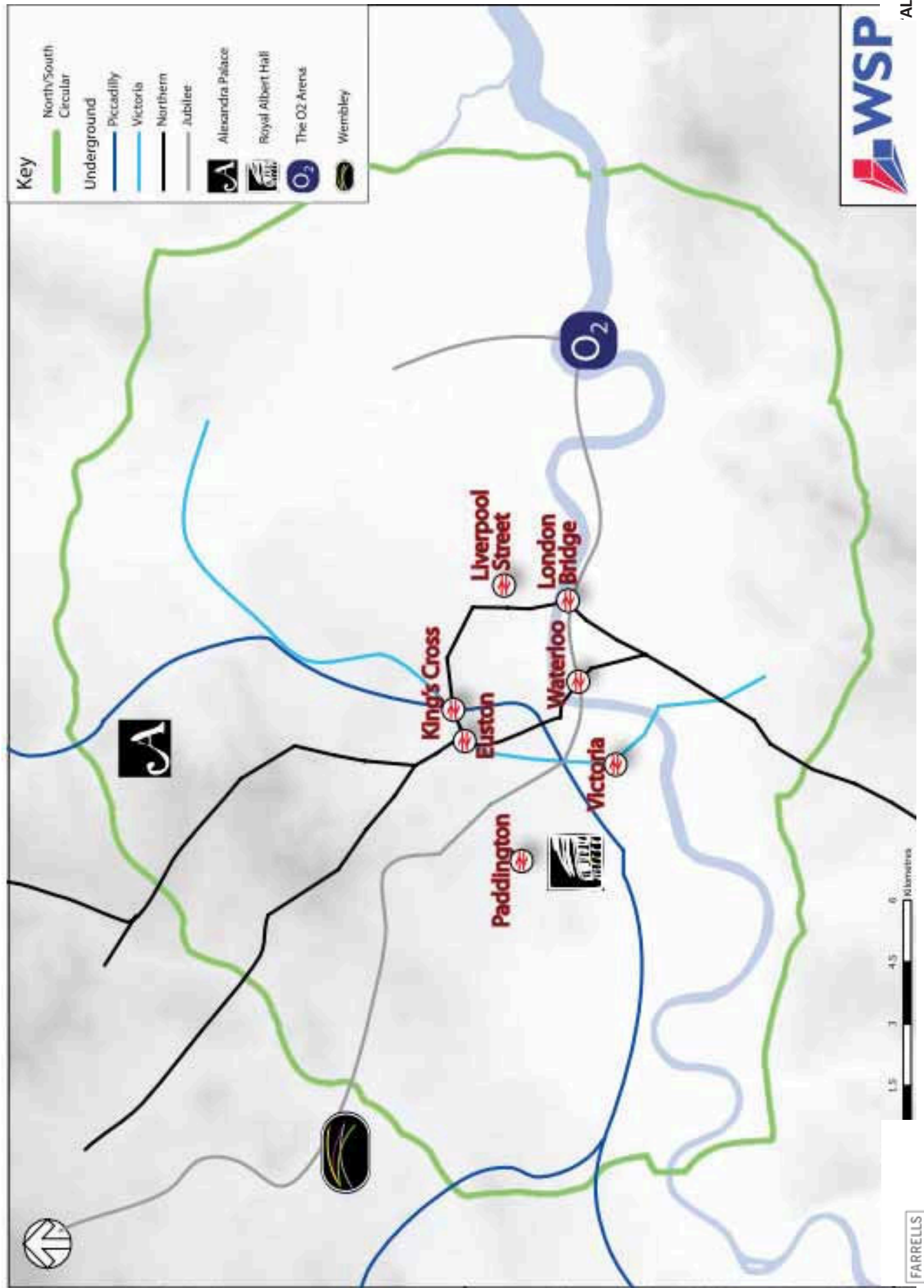
## BUILDING ELEVATION COMPARISON



## Improve the Palace and Park's Access and legibility - Site, Local and Wider Transport Considerations

- Consider the Park's **thresholds** - gates and road entrances
- Adapt the road** through to join the Palace with the Park more seamlessly
- Consider the public perception and actuality of **public transport connections** for the local area
- Consider impact on Palace in the park and the local area in relation to improved and new users in the Palace and Park

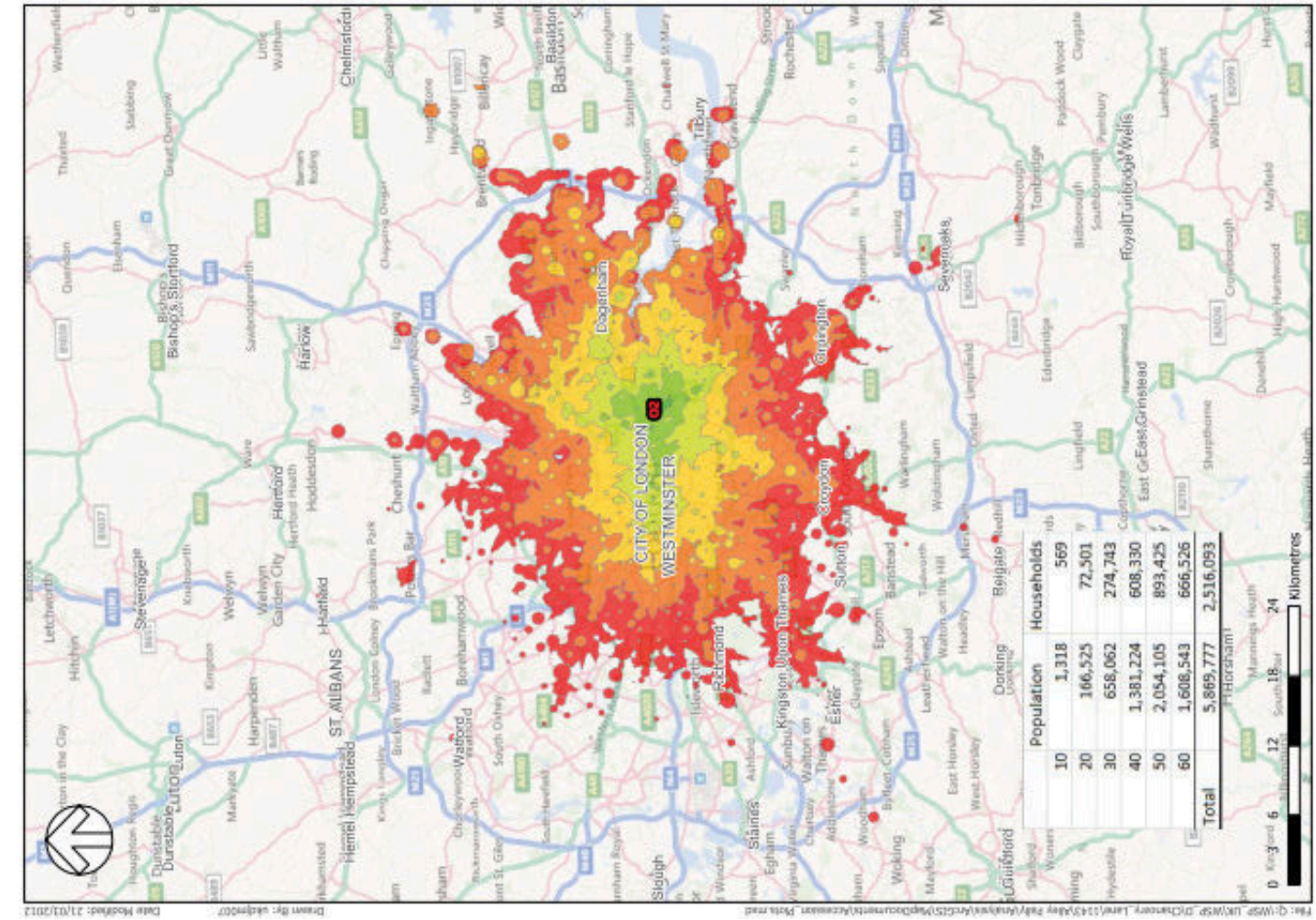
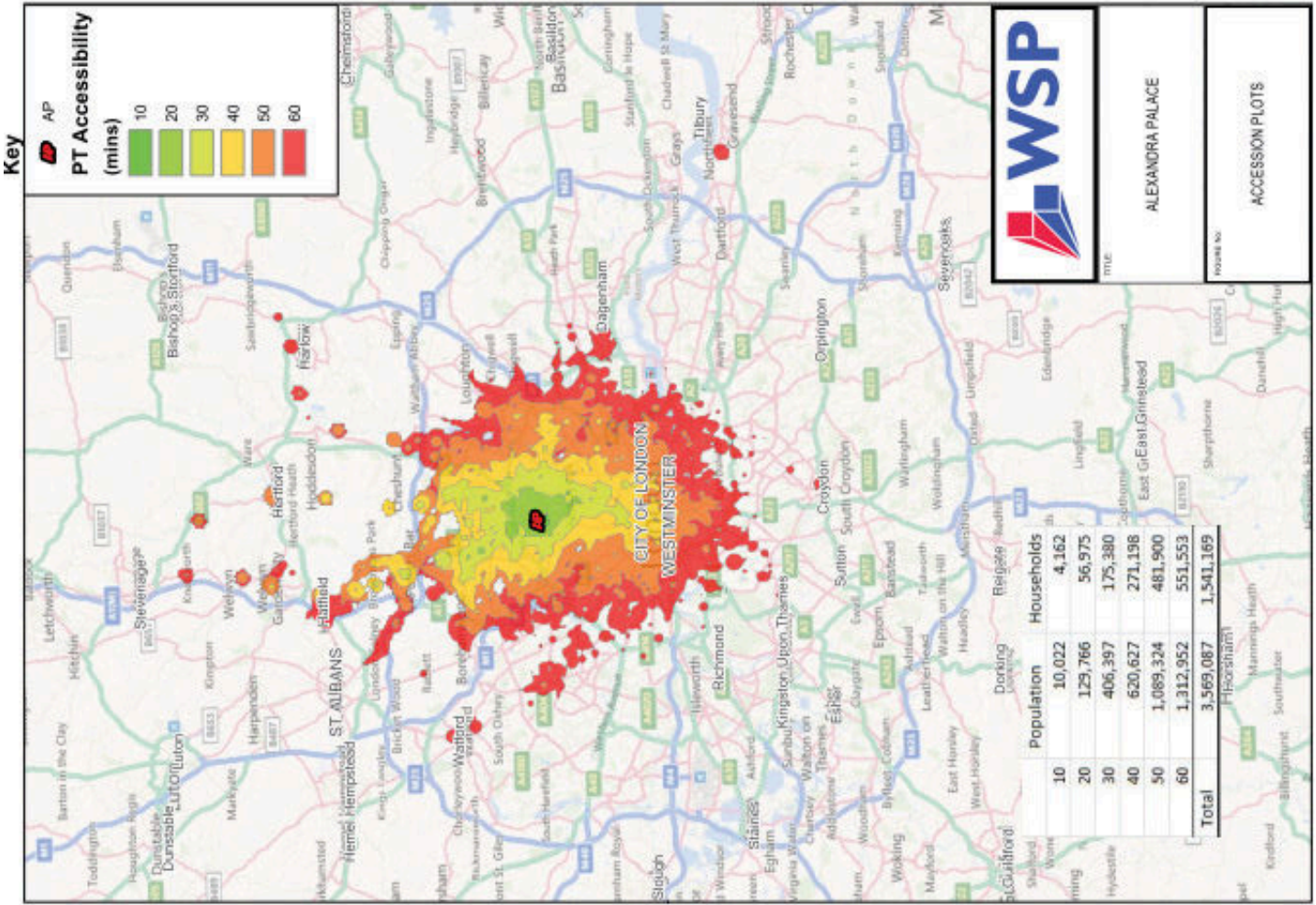
# Comparison to other Venues



# Comparison to other Venues

- Perception that Alexandra Palace (AP) is a long way out of London— but not really that far
- However AP not as accessible to other locations – on a scale of 1-6 where 6 is high accessibility and 1 is Poor,
- AP has a public transport accessibility of 2, the edge of the park is 3.
- In comparison the O2 at Greenwich Peninsula has an accessibility of 5; Wembley Arena -3, and Royal Albert Hall – 4

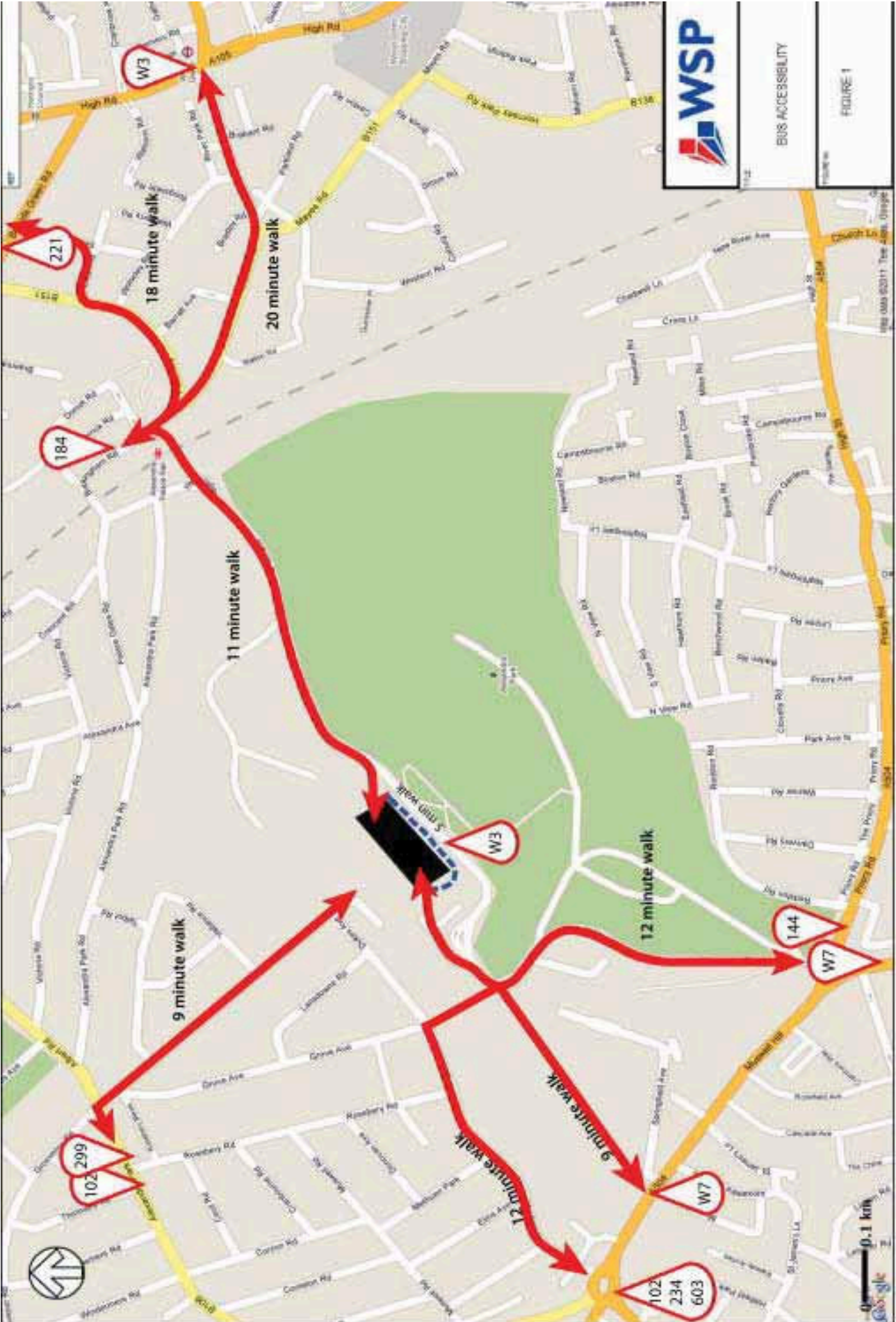




# Comparison to other Venues

- Access to transport is one thing; however population that can access within, say, an hour, is another.
- Some 5.8M people can access O2 within 1 hour public transport travel time, where-as 3.5M are within 1 hour for AP. Whilst this is less than O2, it is nevertheless a substantial population.
- AP understand that we need to work hard to emphasise the transport connections we have got, and improve them where finances allow



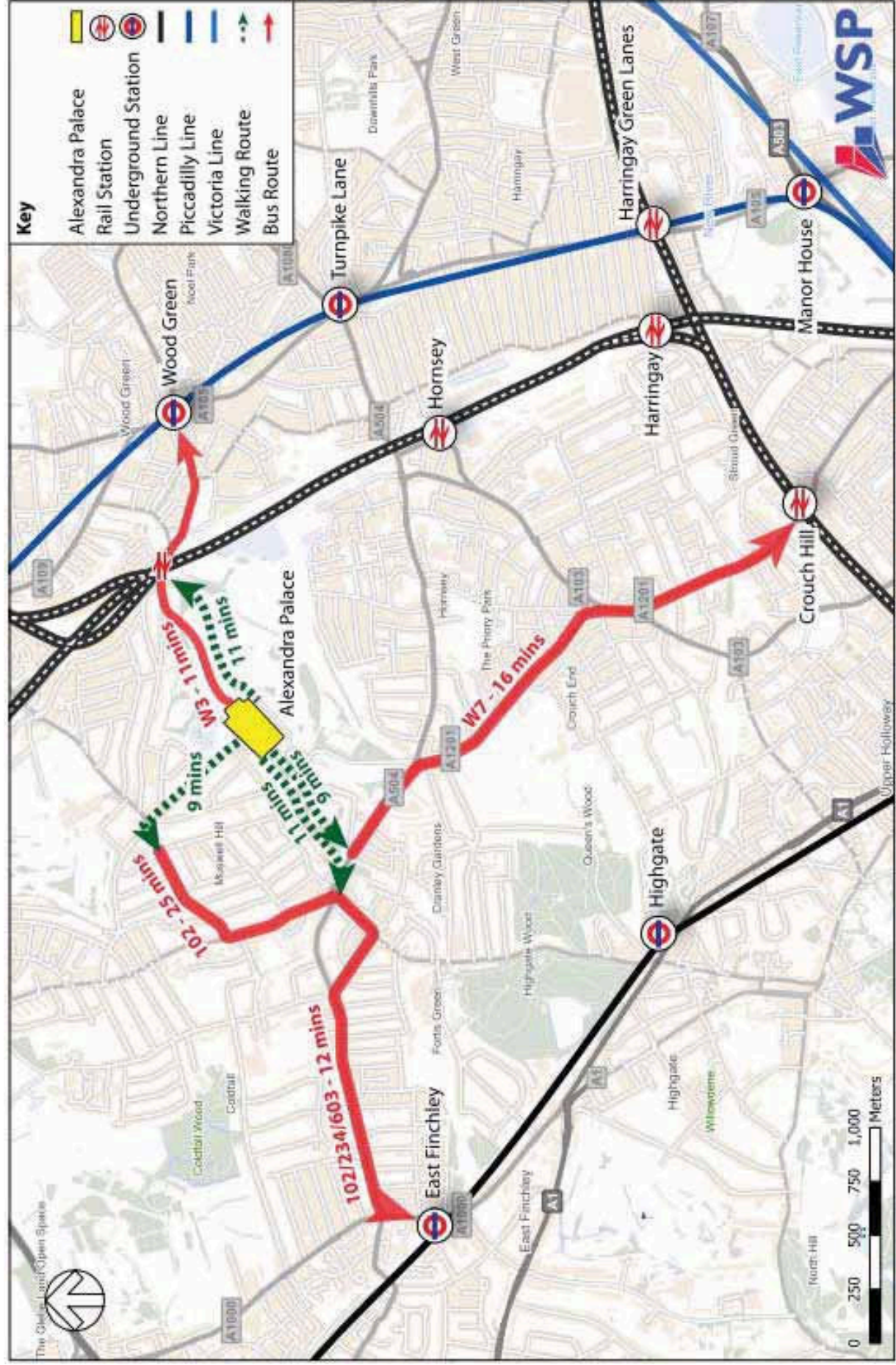




# Arrival – how do you access the building?

- It is a big building 3-4 minutes' walk from one end to the other
- And it is in a park, so from AP station say, 11 minutes walk, to eastern end the Ice Rink entrance, and 16 to western entrance.
- By way of comparison, the O2 has a tube station (Jubilee line) and bus interchange within 2 minutes' walk – and whilst the O2 building is much bigger than AP, perception is arrival is edge of Dome
- Albert Hall is about 14 minutes from nearest station (albeit not up a hill) but is served by 7 bus routes

# Public Transport Provision



# Local Transport Connections

- There are a number of different ways to get to AP – and we need to communicate this better
- *Piccadilly line to the east with direct W3 bus service every 3-6 minutes – 11minutes journey time*
- *East Finchley on the High Barnet branch of the Northern Line is 12 minute bus ride and then an 11 minute walk from west*
- *Crouch Hill to the south on Overground (north London Line) is 16 minutes by bus and 9 minute walk.*
- *AP station on Capital Connect line, is 11 minute walk or 3-4 minutes by bus*

# Arrival – how do you access the building?

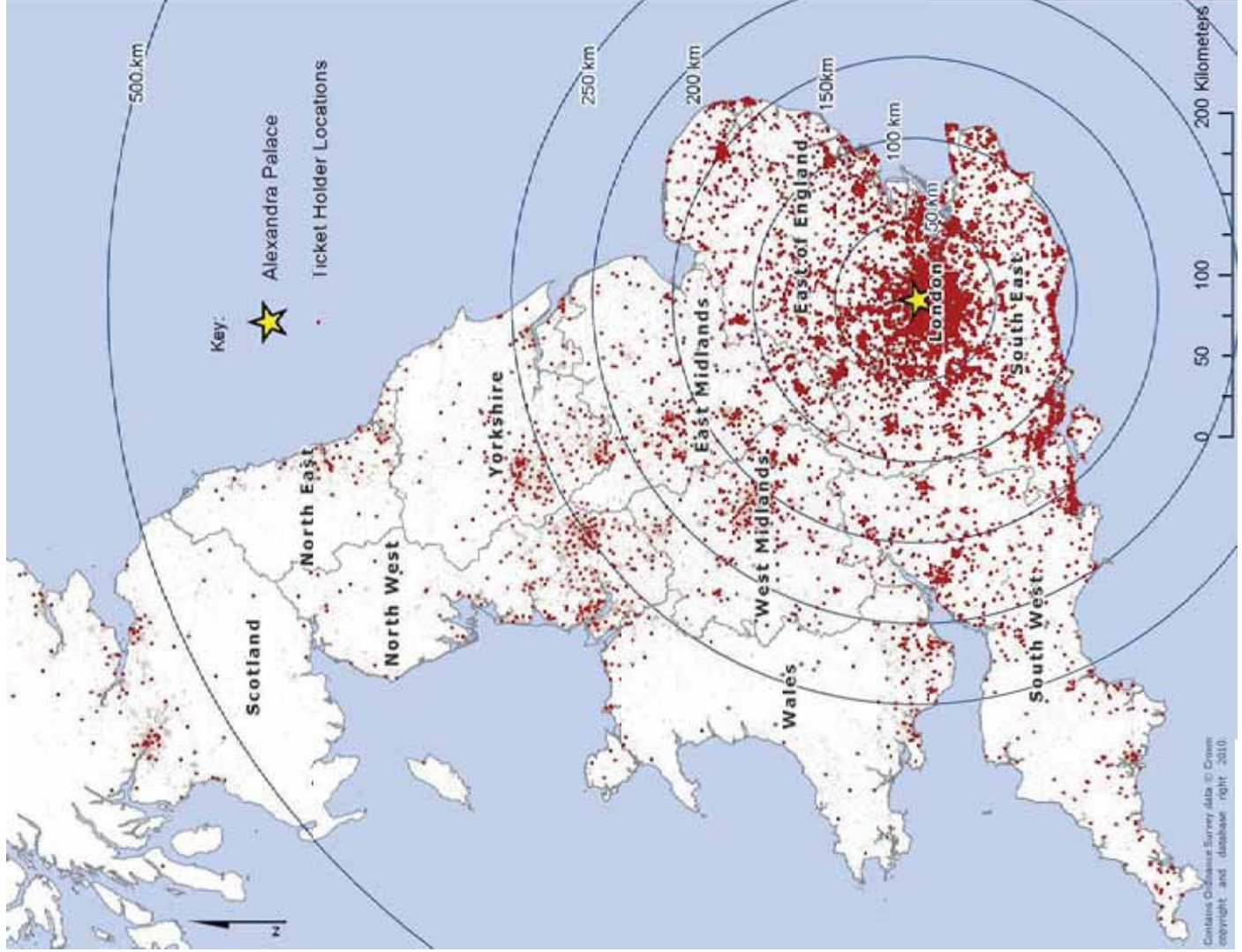
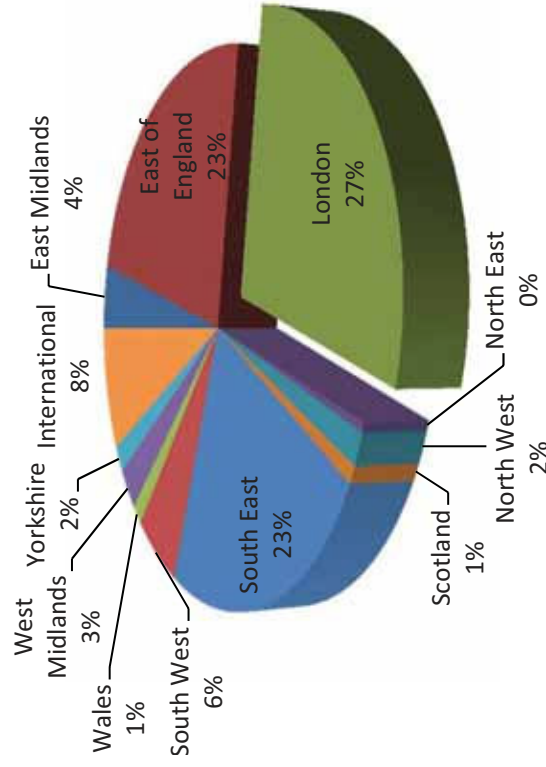
- Legibility of route up hill is also important, and trees obscure obvious desire line so we need to improve, and we will do this by improving the direct pedestrian links to the eastern entrance.



# Local Transport Connections

- Bus companies (TfL) ideally want to run regular buses where there is steady demand for trips –so the final mix of uses at AP will determine how far we can improve services. We have had some initial discussions with TfL but need greater certainty of the scale of uses and the timing of implementation to develop a clear picture of what is possible.
- London Buses will expect any new bus services to be underwritten if the need for the change is driven by development. Funding can amount to some £230k per annum per bus, and the better the frequency of service the more buses are required. These costs are normally required to be underwritten over 3 – 5 years.

# Typical Ticket Holder Home Locations

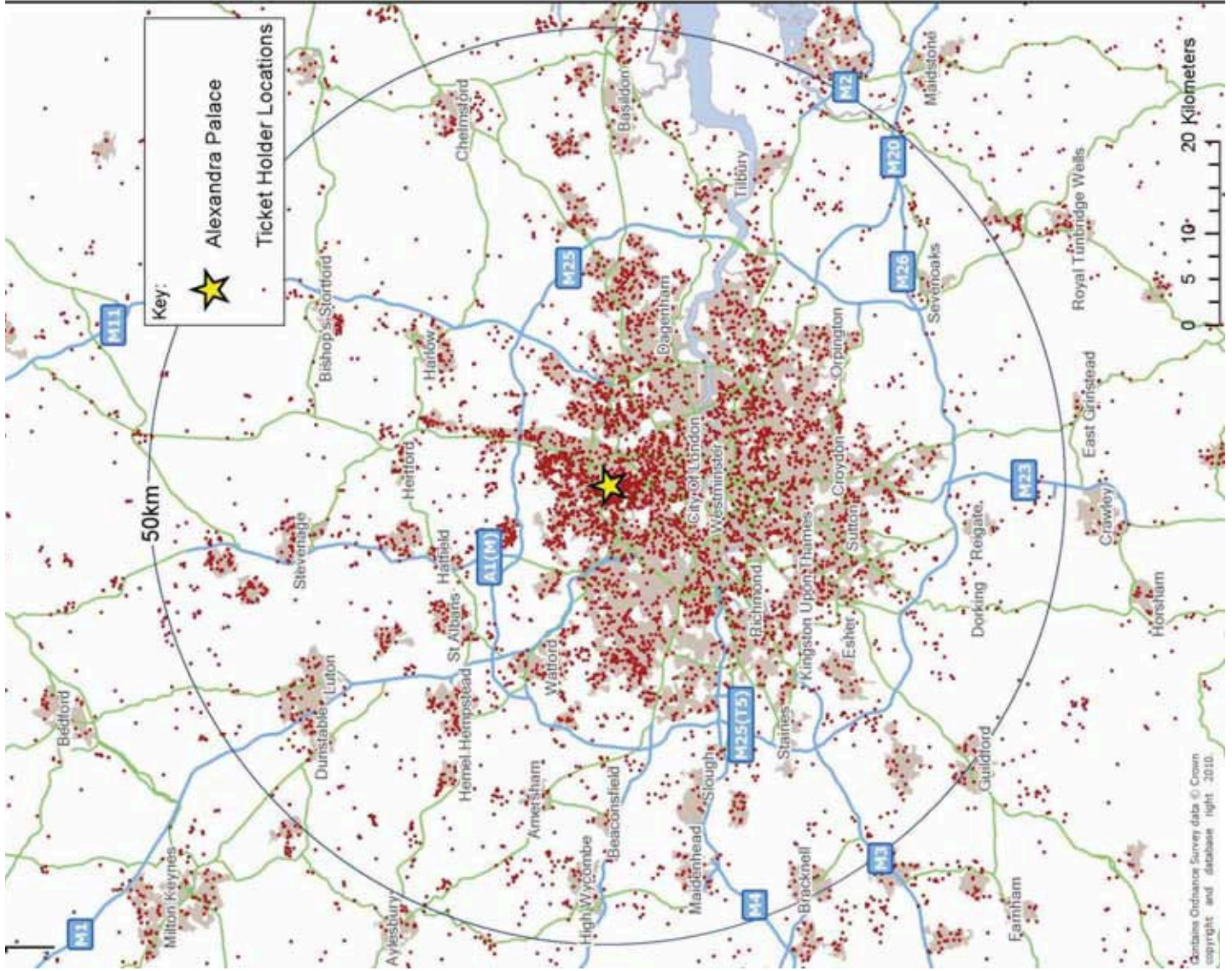


# Typical Event Catchment Data

- The exhibition and events held in the main Alexandra Palace spaces draws people from across the Country
- Some analysis has been undertaken of where these people live
- Many may travel to hotels then travel to AP

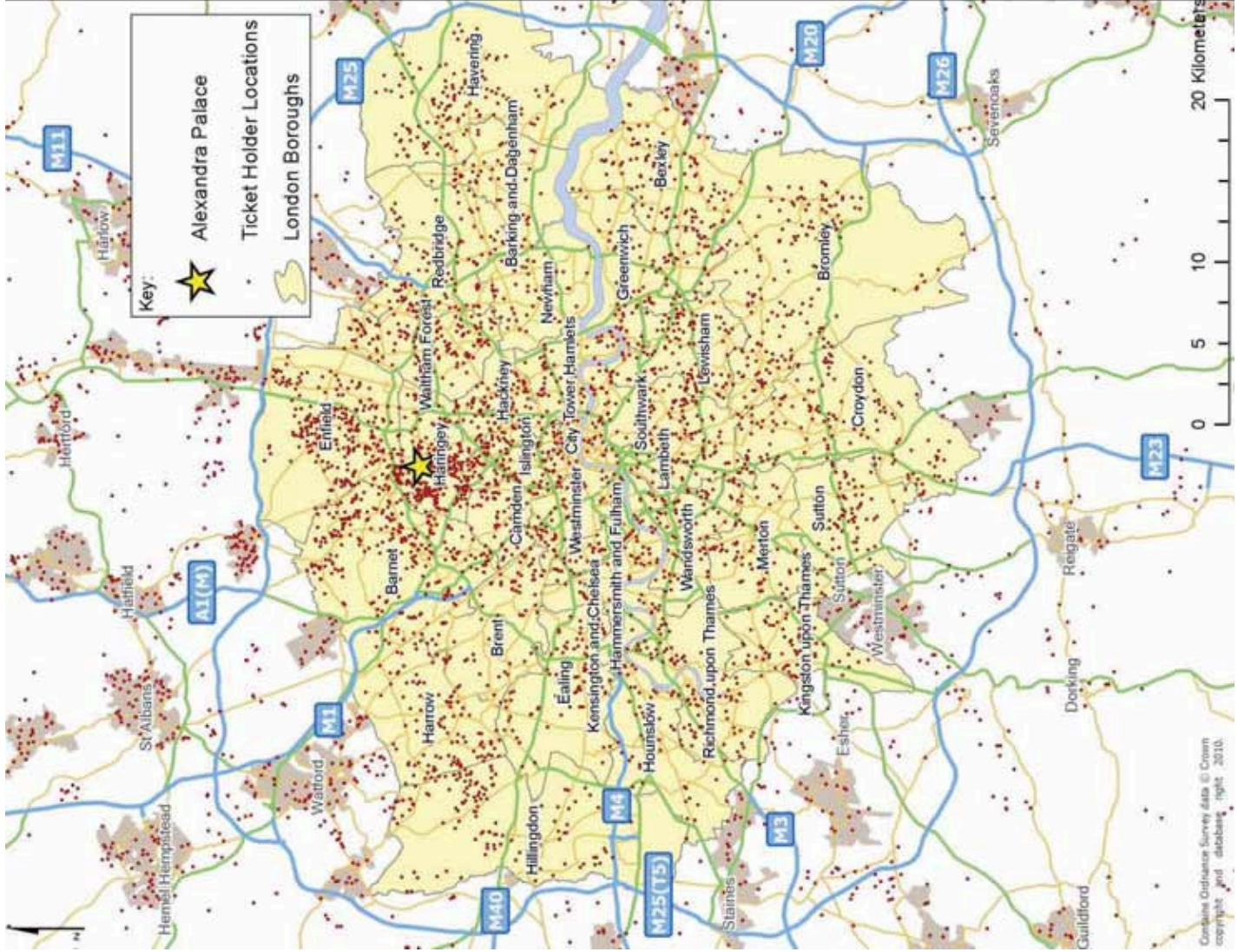


# Ticket Holder Home Locations – 50km

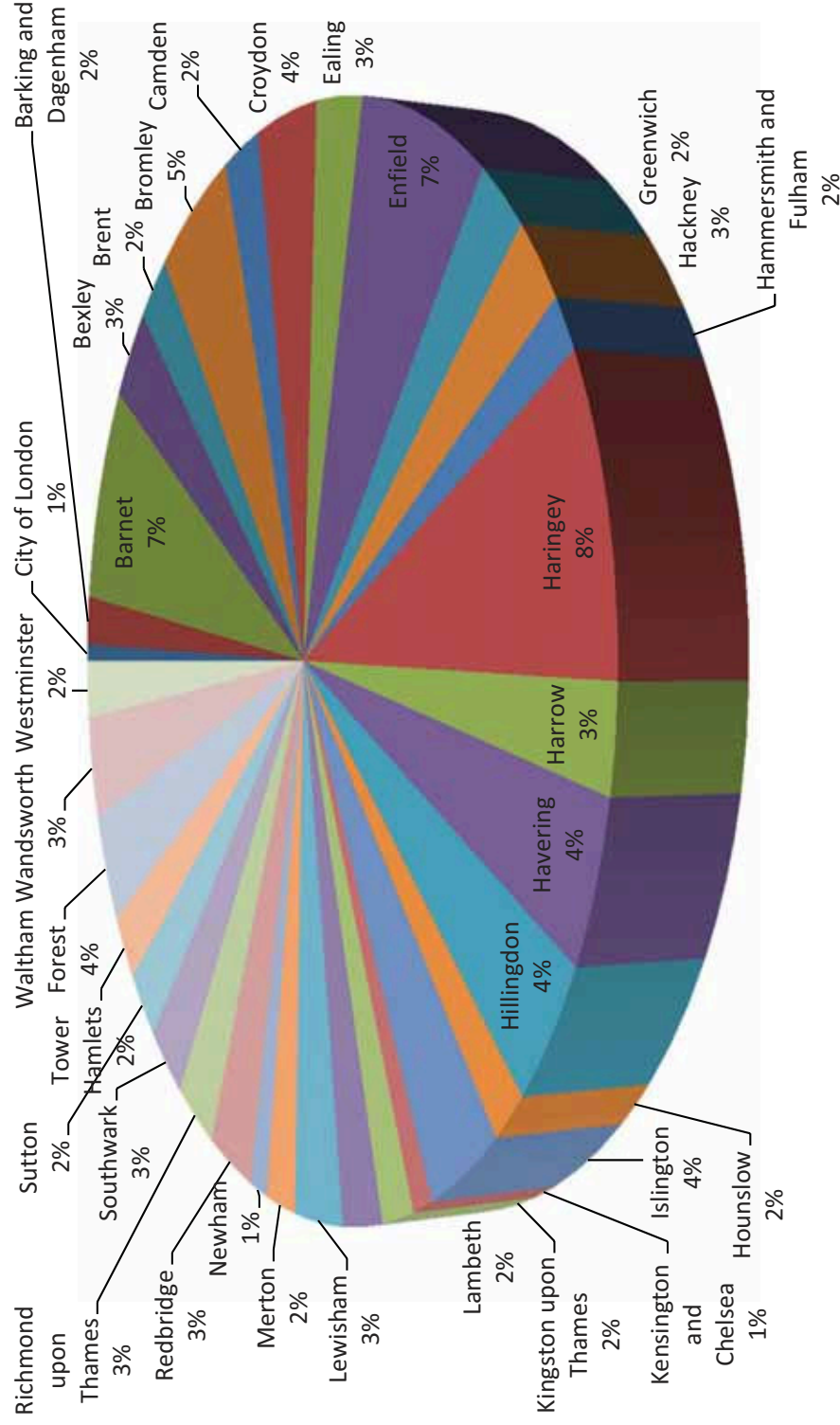




# Ticket Holder Home Locations - London



# Ticket Holders Living within London by Borough

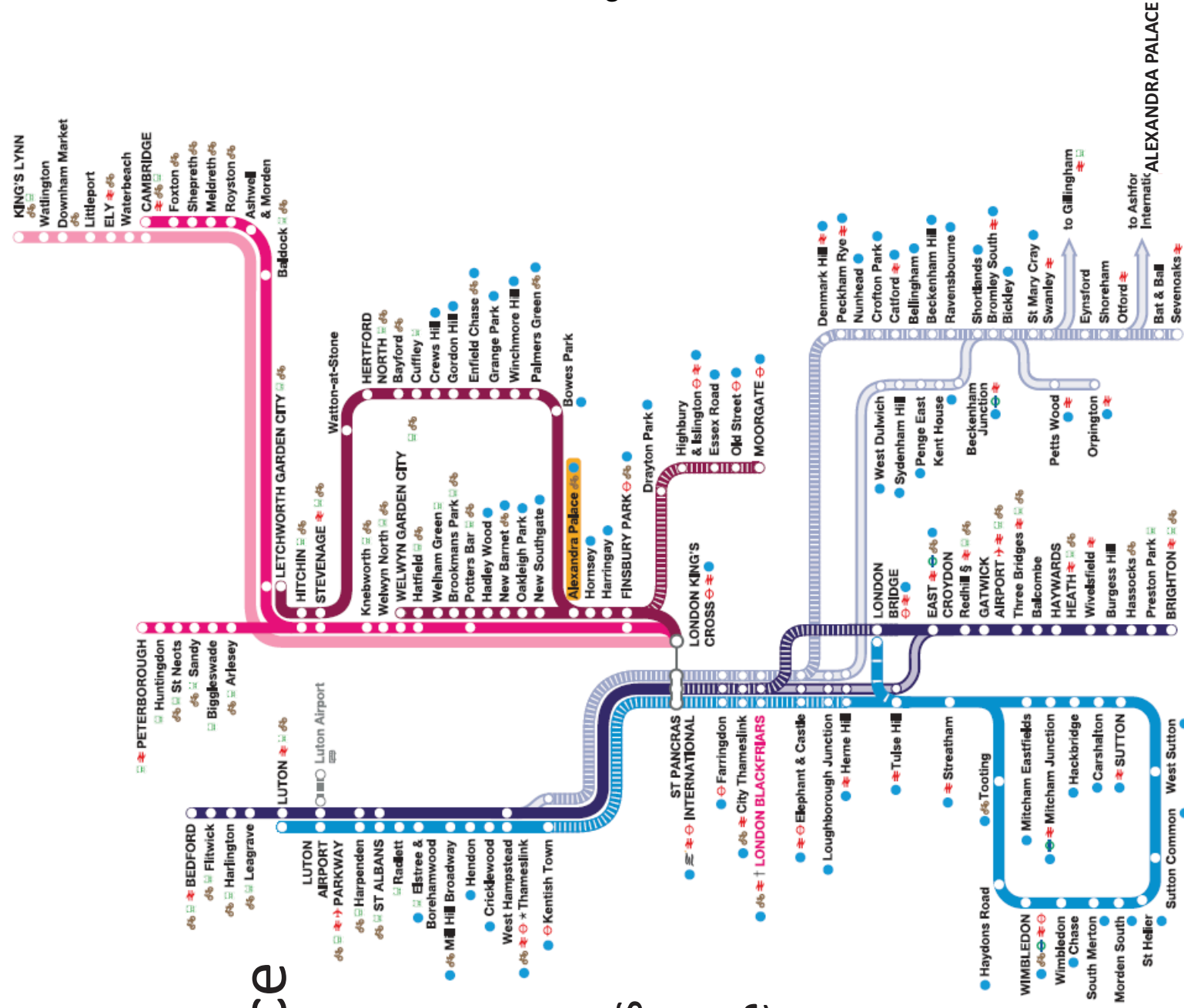


# Typical Event Catchment Data

- The data shows that there is a very wide spread of people attracted to the site
- Therefore any access strategy must connect into the dense transport network within London and accept that people can navigate around that network

# First Capital Connect services from Alexandra Palace

- Alexandra Palace Station is served by trains from Moorgate during the week and Kings Cross at weekends
- There are key locations that can access by these services
- 12 trains per hour in weekday peaks and 4 per hour at weekends





# Improving Perceptions

- Some Initial work has been undertaken to try to show how the connections to AP can be better communicated
- This focuses on the best connections, namely the W3 service and AP station

## Alexandra Palace



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

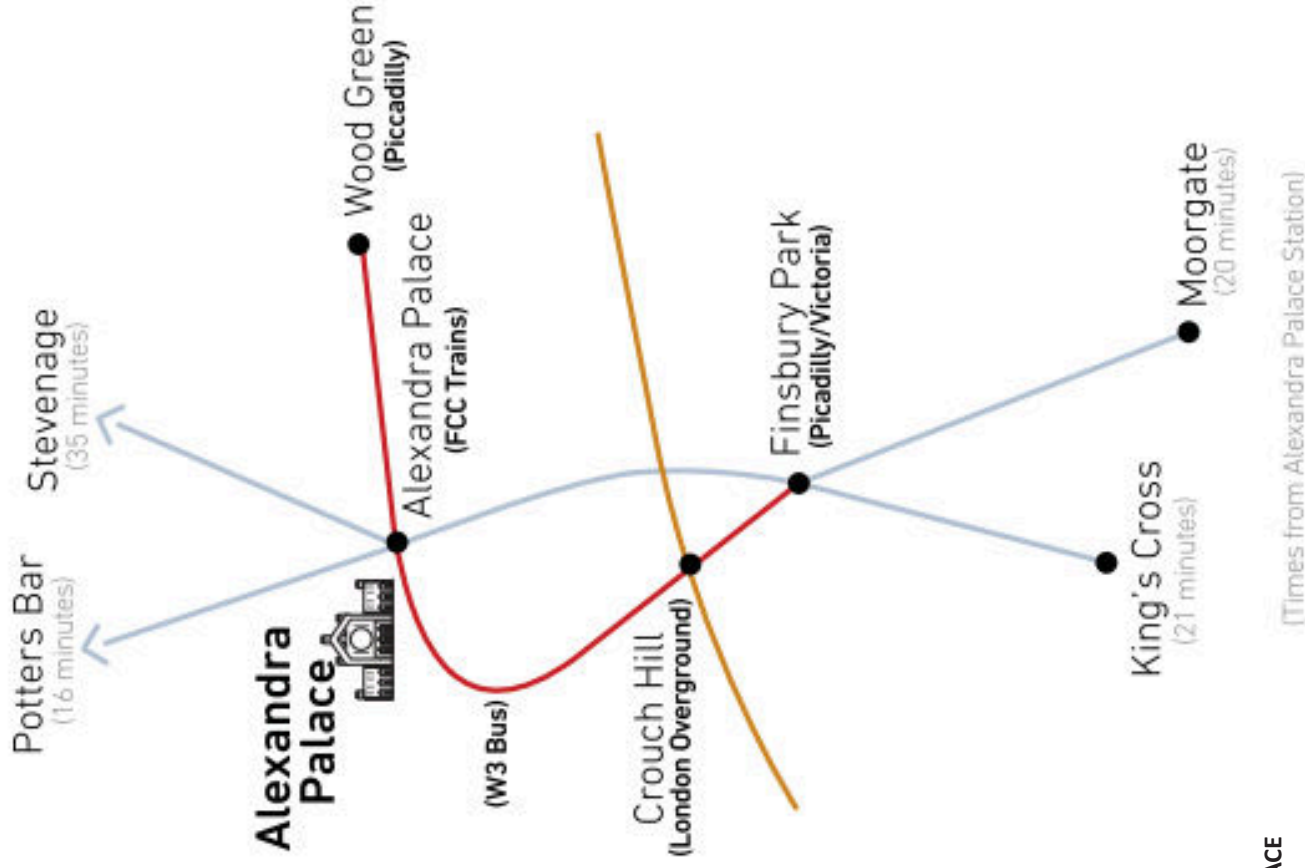
# Key Transport Messages

- Information can be posted on the website and in flyers sent with tickets
- W3 service connects with Wood Green (Piccadilly line) and Finsbury Park (Piccadilly and Victoria Lines) as well as Overground line at Crouch Hill
- Victoria, Piccadilly and Overground lines interconnect with London's dense transport network
- Mainline services to Alexandra Palace Station start in the heart of London and serve a number of major towns
- Event day shuttle bus services connect to Wood Green and Alexandra Palace station



# Key Transport Messages

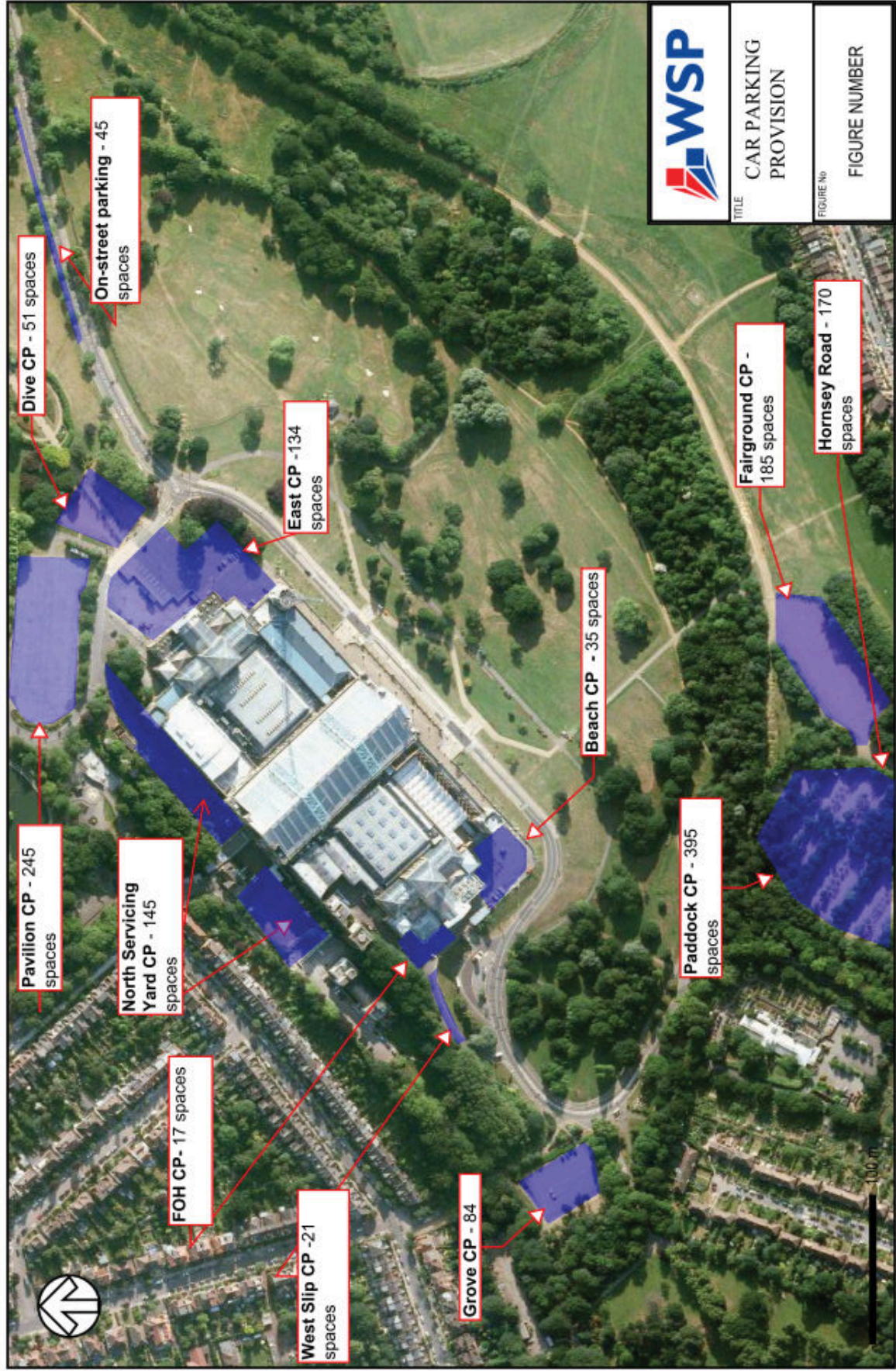
- A simplified diagram can be used where space is limited
- This concentrates on the W3 service
- We can add shuttle service if required





# Parking

Total Parking Spaces = 1527 spaces



# Parking

- Parking demand data has been collected for typical events at Alexandra Palace
- This shows that there is less parking demand for evening concerts than for daytime exhibitions and events. About 2/3 spaces are used for daytime events and about 1/3 for evening events
- The total number of parking spaces will not be increased and some public realm improvements may reduce spaces at times by about 10% to create better 'arrival' spaces
- Parking demand for new uses will be limited during the day but increase in the evenings when existing capacity is available

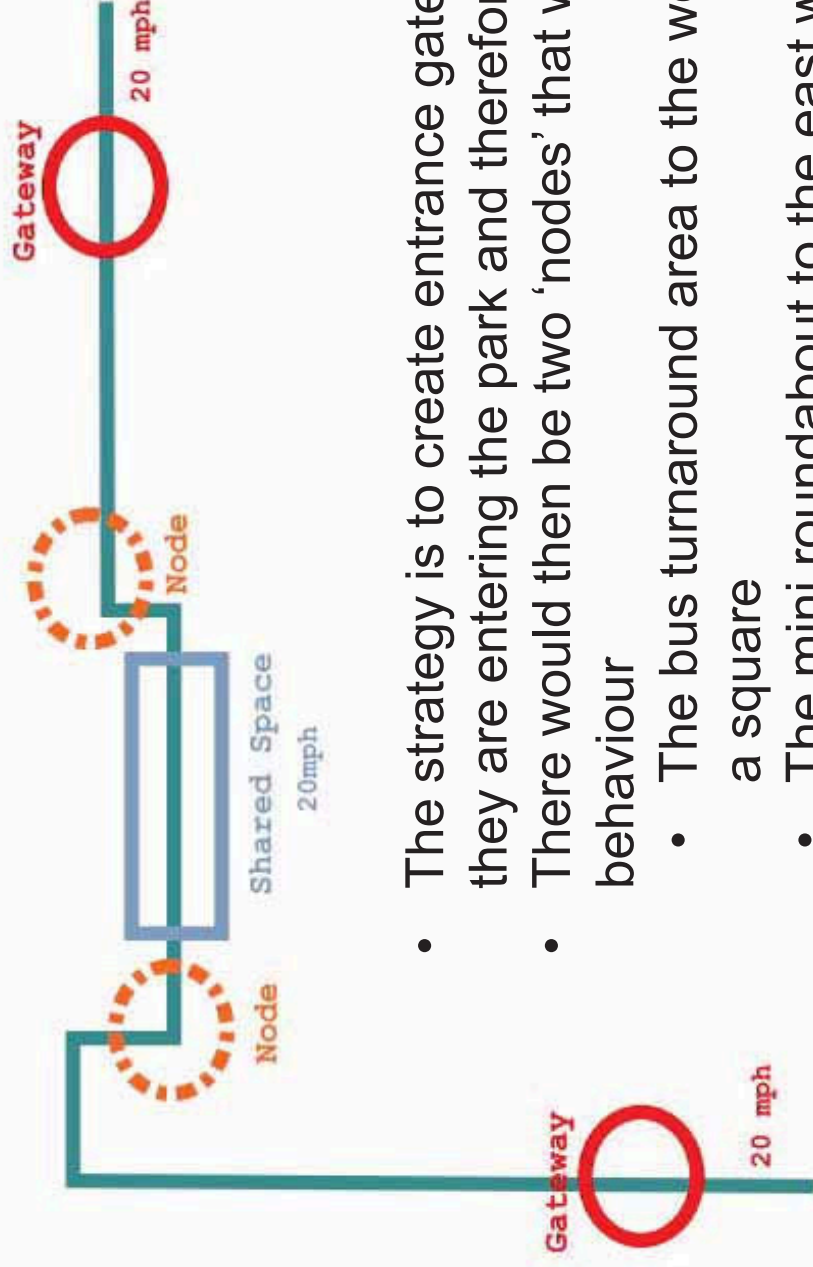
# Traffic within the Park

- The road through the park accommodates about 600 vehicles per hour in the peaks
- The challenge is connecting the Palace to the Park – which could mean removing the traffic – by closing the road or moving it elsewhere in the park – however there are potentially adverse implications for these options, including noise and cost
- We have reviewed options but generally agreed that the best solution will be to adapt the road in its existing location
- This means changing the character of the road to change drivers behaviour and speed





# Managing Traffic within the Park



- The strategy is to create entrance gateways that signal to drivers they are entering the park and therefore different rules apply
- There would then be two 'nodes' that would further change behaviour
  - The bus turnaround area to the west would be re-formed as a square
  - The mini roundabout to the east would have wider islands and include eastbound and westbound buses
- The road between the South Terrace and the Park would be a shared space with wider pathways and bus stops for eastbound and westbound buses

# Parking

- The availability of parking will be communicated via the AP website and sustainable travel choices promoted strongly to reduce parking/traffic demand
- If there were an event where major peaks in parking are expected (above the normal event activity) the availability of parking and potential for a permit parking system for event day only would be considered to deter opportunist drivers arriving at the site
- An event day 'no permit no parking' approach could be advertised on the website and within ticket information to ensure customers choose public transport





# Traffic on External Highway Network

- Parking would not be increased above existing levels and with public realm improvements could be reduced by about 10%
- This will limit the maximum vehicle demand from the site
- ‘Normal day’ will have some moderate increase due to hotel and theatre uses
- A substantial proportion of trips to other additional uses such as restaurants, cafes etc. would be linked and whilst requiring parking for longer would not generate additional trips
- Level of increase on the external highway network during normal peaks would be modest
- Any proposals coming forward for planning permission would be subject to detailed TA in due course

# Transport Conclusions

- Improving perception of transport accessibility can be improved now
- Actual transport connections/improvements will need further certainty and funding to deliver
- Parking limited to existing levels or reduced slightly to deliver public realm improvements
- Existing parking supply would accommodate anticipated demand
- Limiting parking and travel planning initiatives limits the maximum event traffic on the wider highway network
- Level of increase on the external highway network during normal peaks would be modest

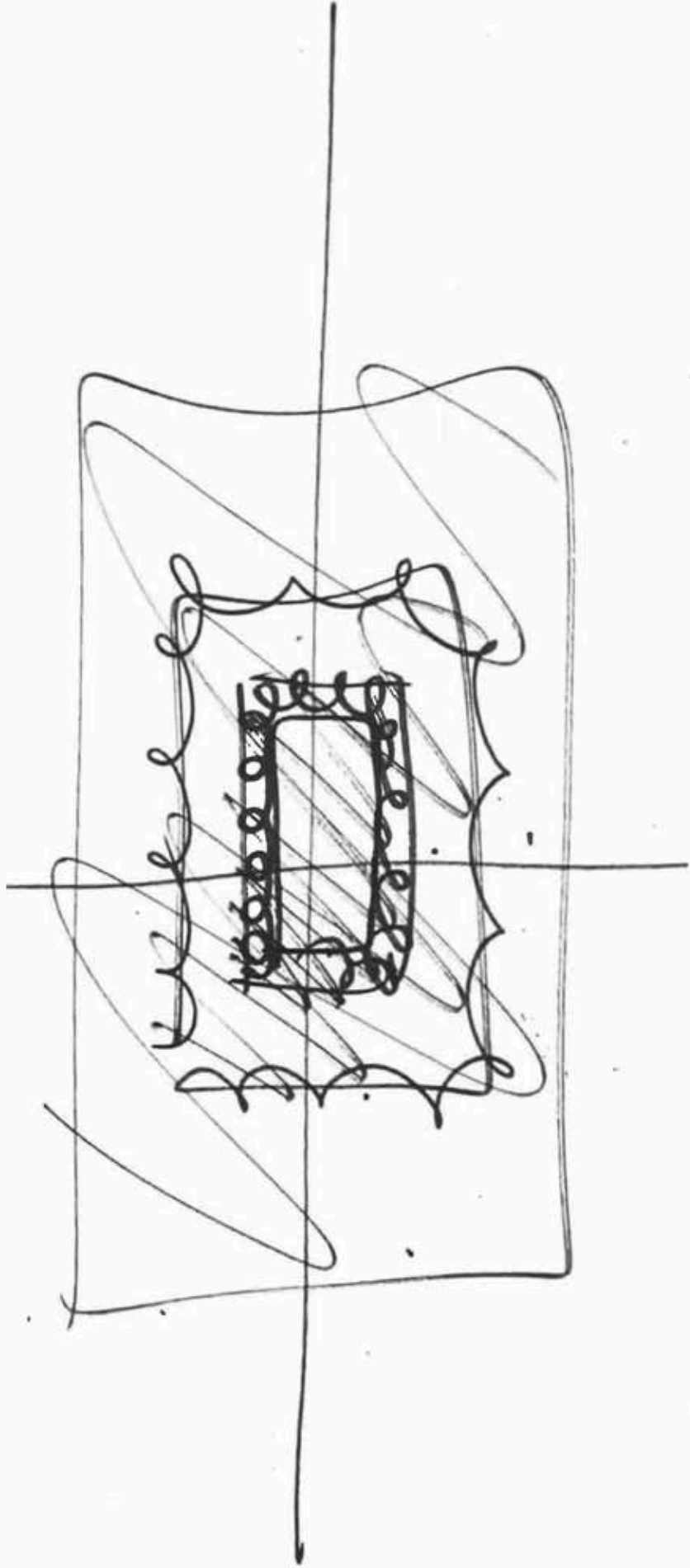
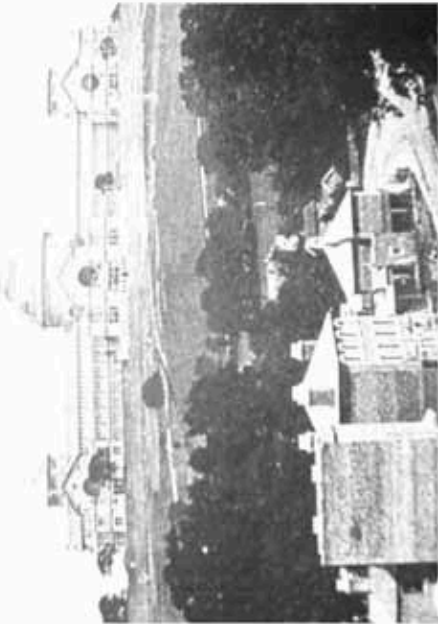


STRATEGIC SPATIAL MASTERPLAN - PROJECTS

ALEXANDRA PALACE







## UNDERSTANDING THE PALACE IN THE PARK

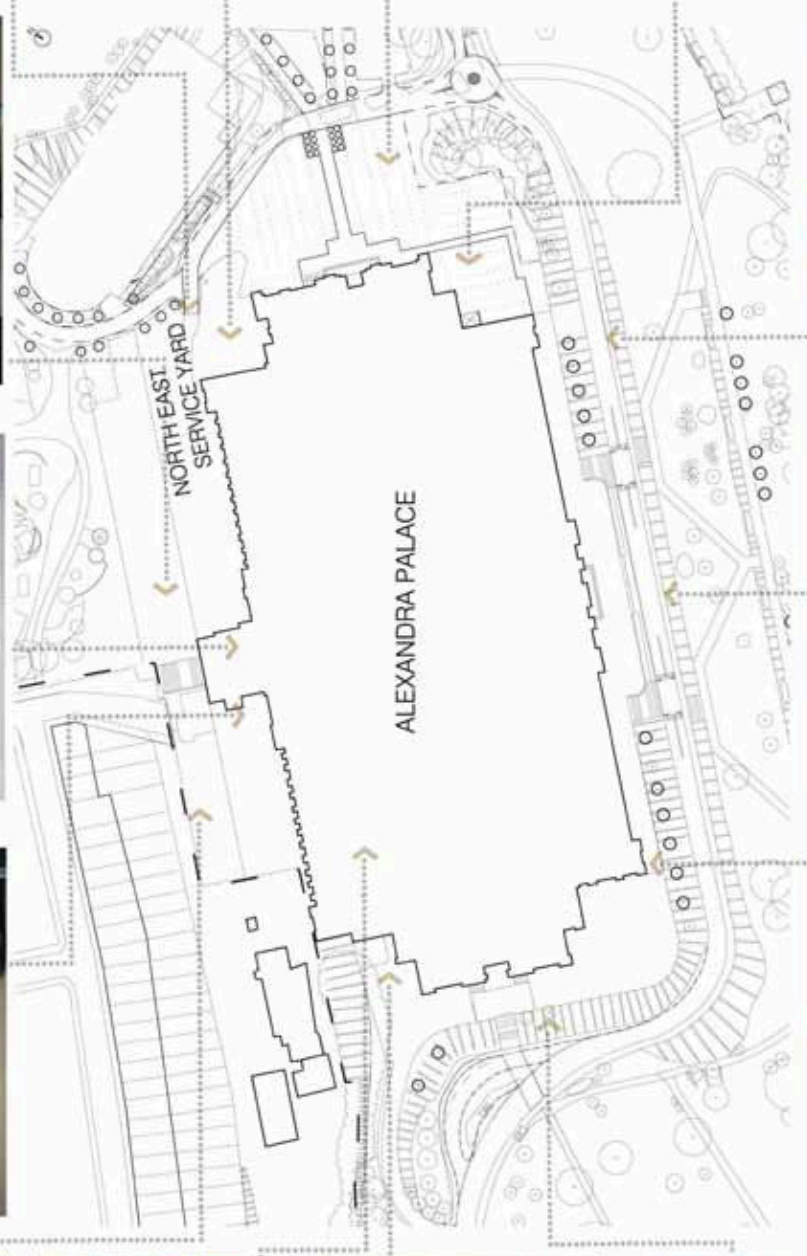
ALEXANDRA PALACE

## Improve Access and Legibility of Existing Uses and New Uses

### #1 Improving your First Impressions

- Consider how the Palace and Park meet and improve the interface by improving **front door legibility**, **servicing access** and a more ‘filtered’ number of **entrances** for new uses and activities
- **Activate** the **central front door** to the South
- **Improve** the **external arrival spaces** with public realm upgreadet at drop off and entry points around the Palace





# THE EXISTING BUILDING EDGE - ARRIVAL, ASPECT AND SERVICING

ALEXANDRA PALACE



Somerset House River Terrace



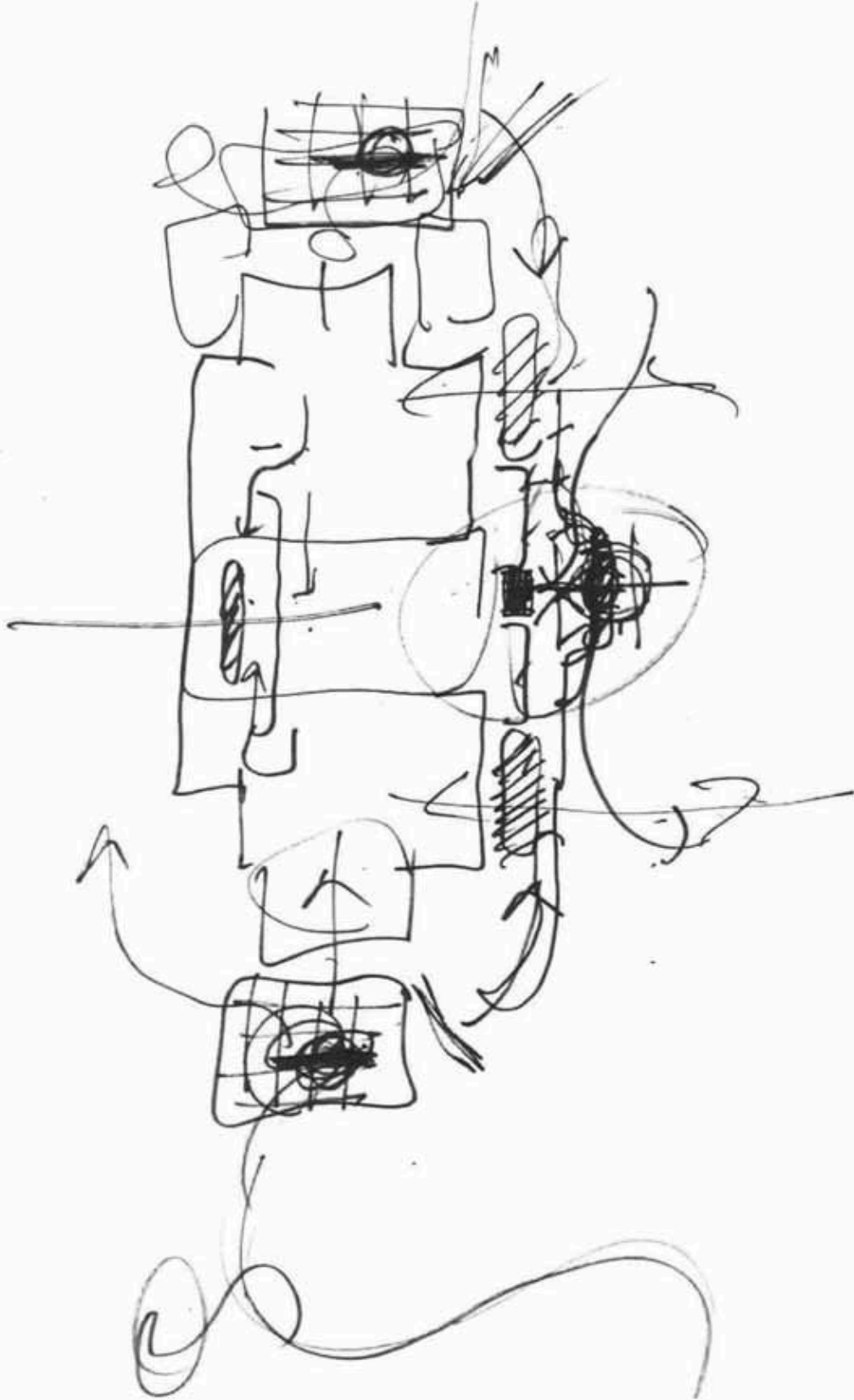
Exhibition Road



Trafalgar Square

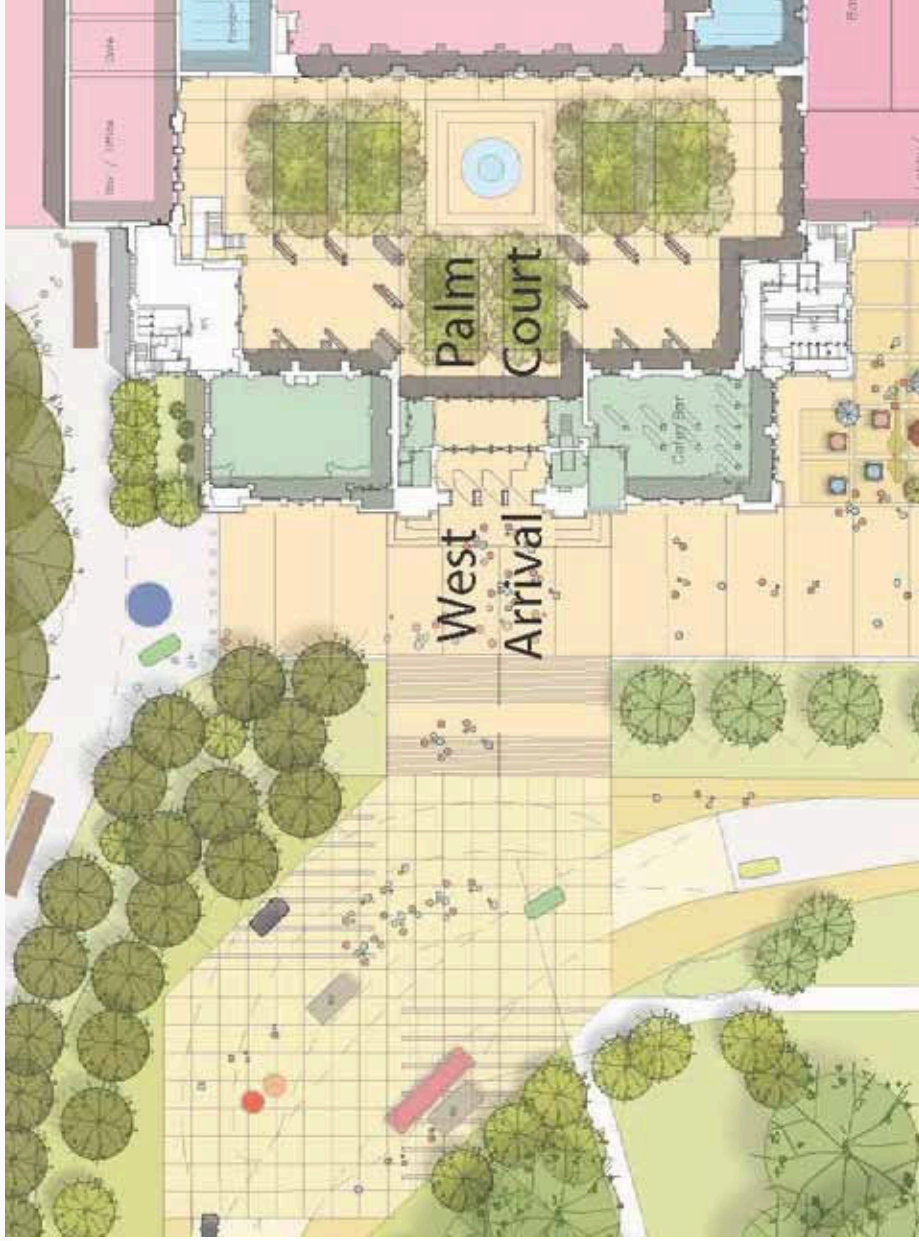
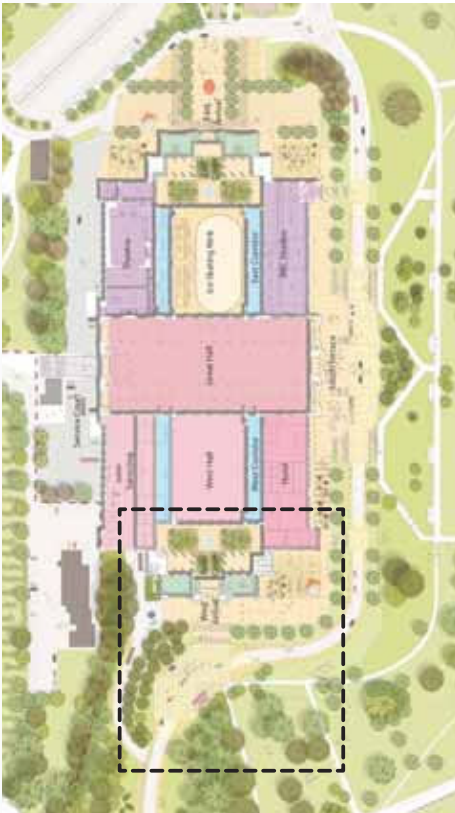


Byng Place



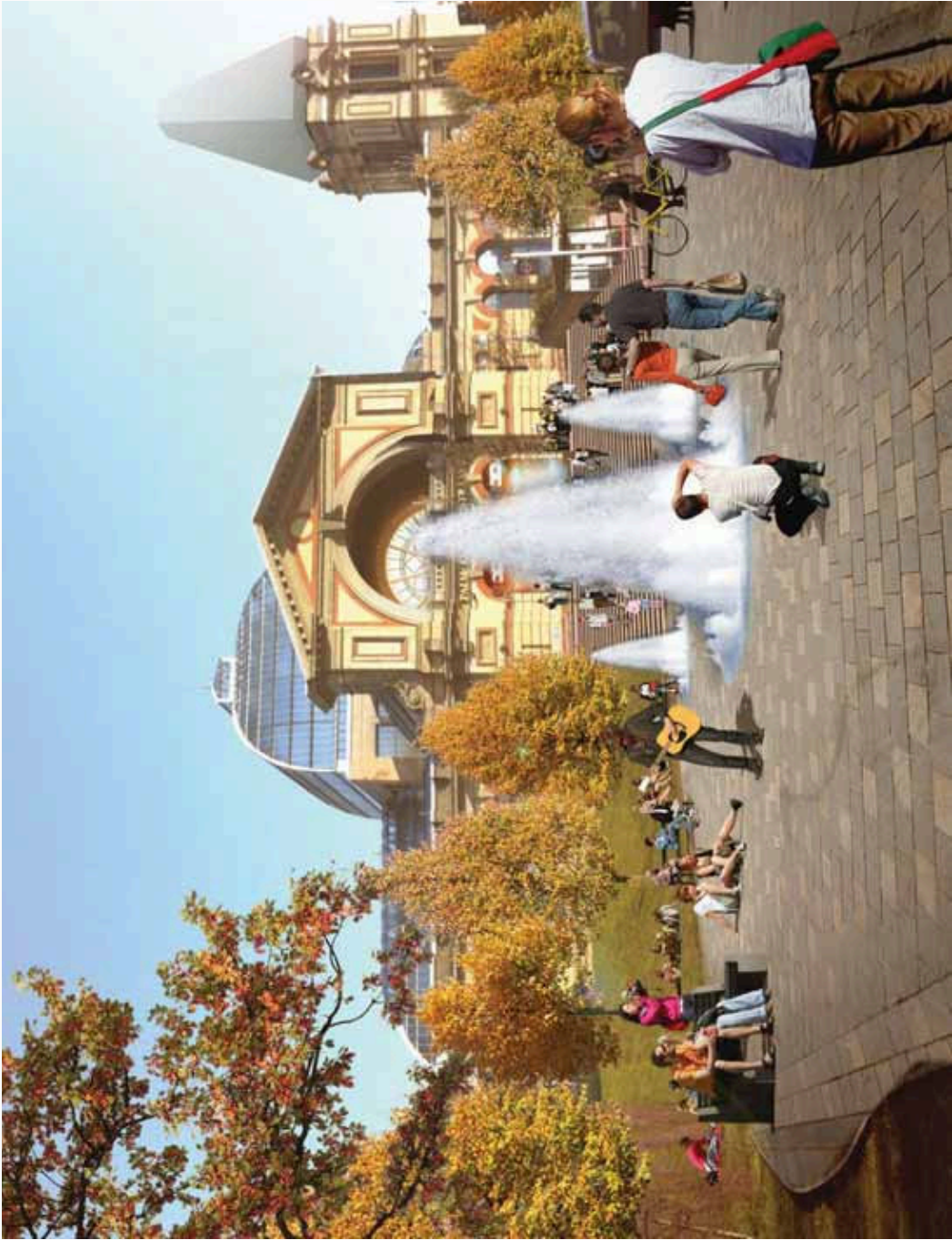
AN ASPIRATIONAL BUILDING EDGE - ARRIVAL, ASPECT AND SERVICING





ARRIVING AT THE PALACE - UNLOCK THE POTENTIAL - WEST

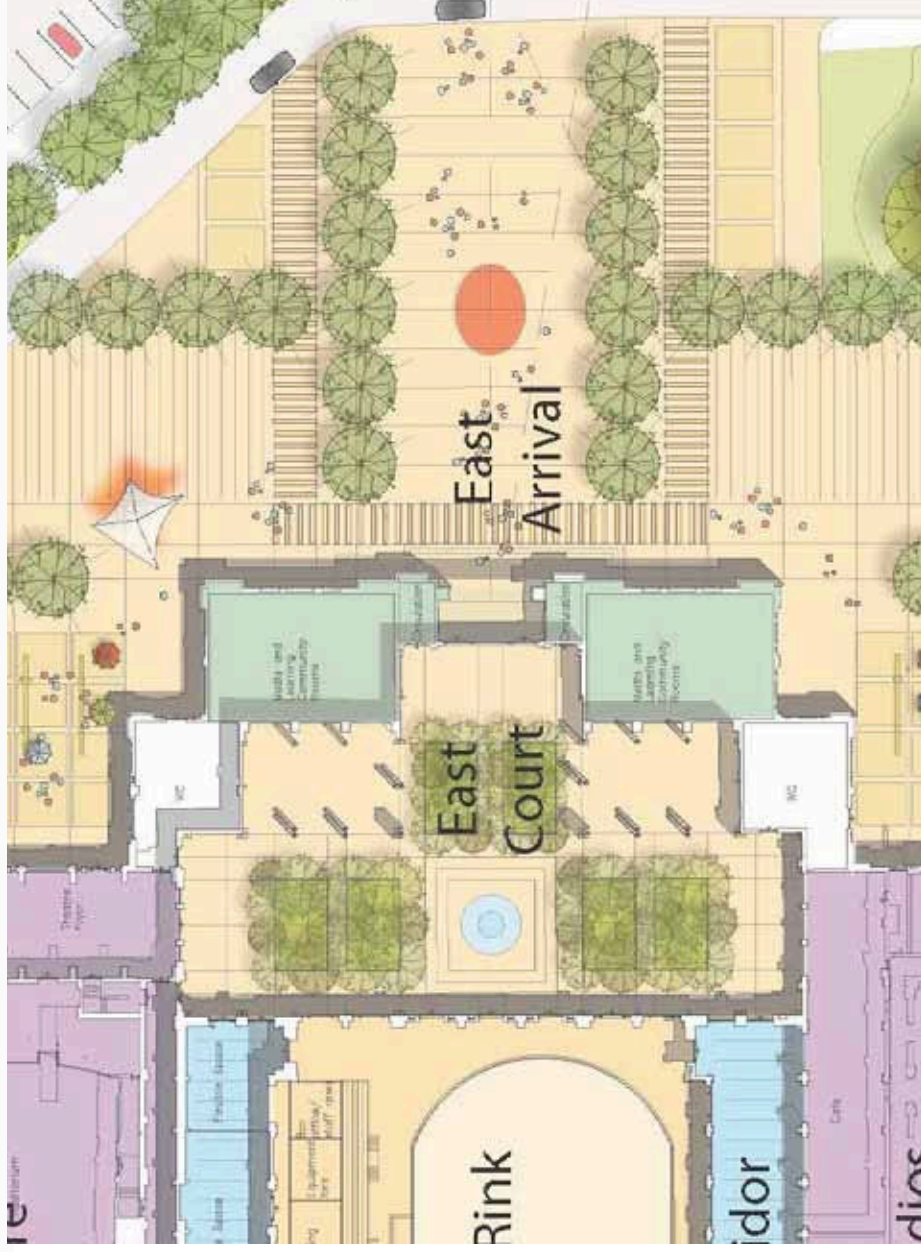
ALEXANDRA PALACE



ARRIVING AT THE PALACE - UNLOCK THE POTENTIAL - WEST

ALEXANDRA PALACE





# ARRIVING AT THE PALACE - UNLOCK THE POTENTIAL - EAST

ALEXANDRA PALACE

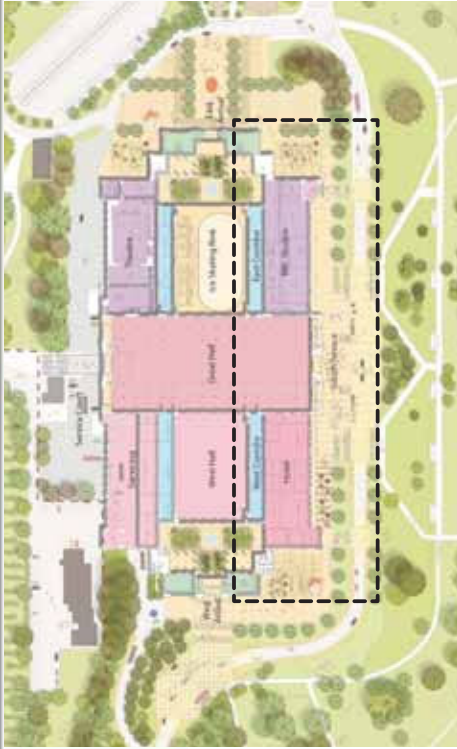




ARRIVING AT THE PALACE - UNLOCK THE POTENTIAL - EAST

ALEXANDRA PALACE

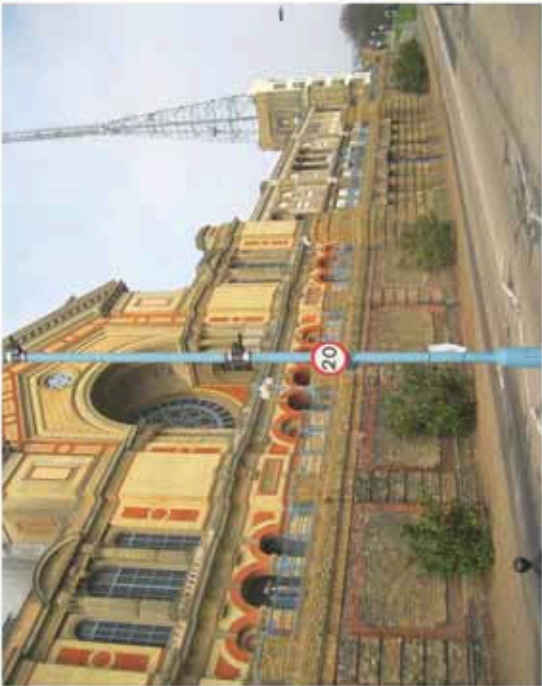




TAMING THE ROAD AND OPENING THE PALACE OUT TO THE PARK

ALEXANDRA PALACE





TAMING THE ROAD AND OPENING THE PALACE OUT TO THE PARK

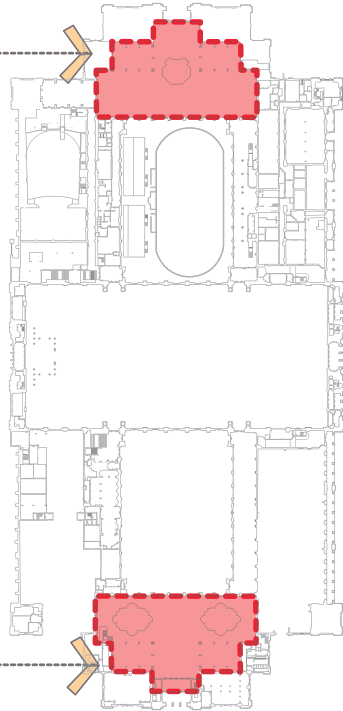
ALEXANDRA PALACE



# THE PALM COURT

'The Park'

- Plant retail / Nursery
- Plant learning



## SYNERGIES OF USES THE PALM COURT

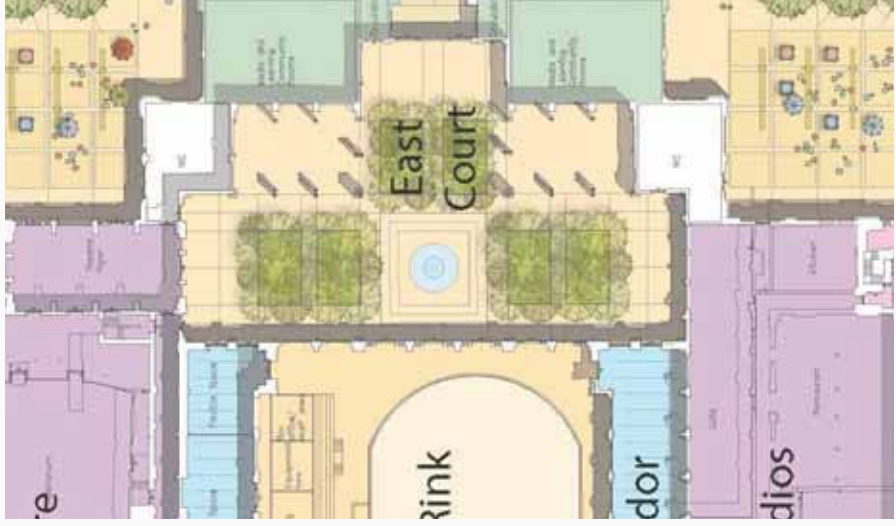
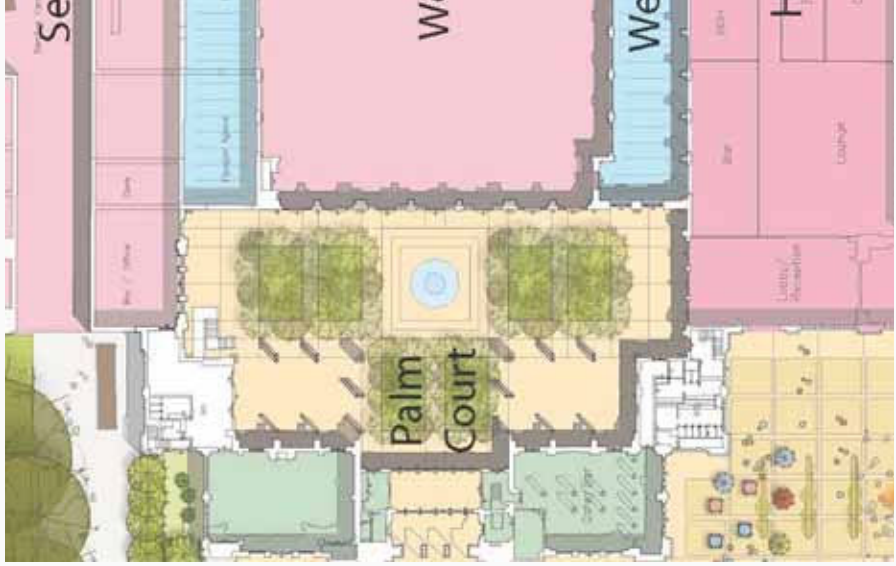
ALEXANDRA PALACE

## Improve Access and Legibility of Existing Uses and New Uses

### #2 Upgrading the Entrances to the Palace

- Supplement and introduce new **palms, planting** and **water** to the Palm Court spaces
- Introduce **new uses** with **front doors** off the central spaces
- Create **flexible multiuse spaces**, building on their historical and iconic feel





## ALEXANDRA PALACE

ACTIVATE THE PALM COURTS

ALEXANDRA PALACE







# Improve Access and Legibility of Existing Uses and New Uses

## #3 Make it Easier to Move Around the Palace

- 'Re-discover' the **four East/West corridors**
- Reinstate the **corridor spaces**, that also filter to the north and south
- Make the two southern corridors **open and clear** along their lengths
- The two northern corridors are a set of **linked spaces**
- Use the four corridors to improve the **access** to and from the Great Hall
- Introduce **clear vertical circulation** to all levels, including the basement, and upgrade the WC provision



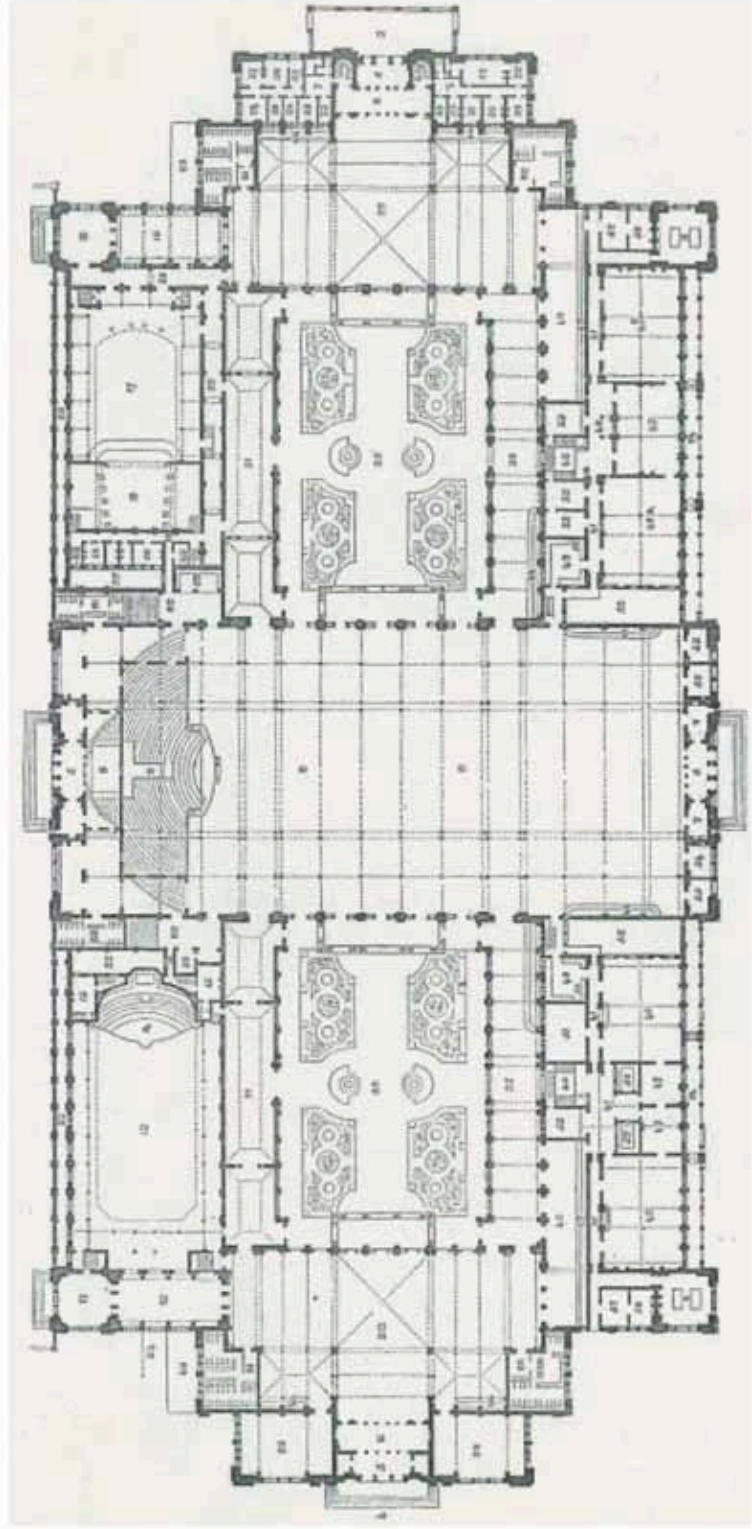
Connaught Room



Reception Room



The Great Hall



UNDERSTANDING THE BUILDING AS IT WAS - AND CAN BE AGAIN?

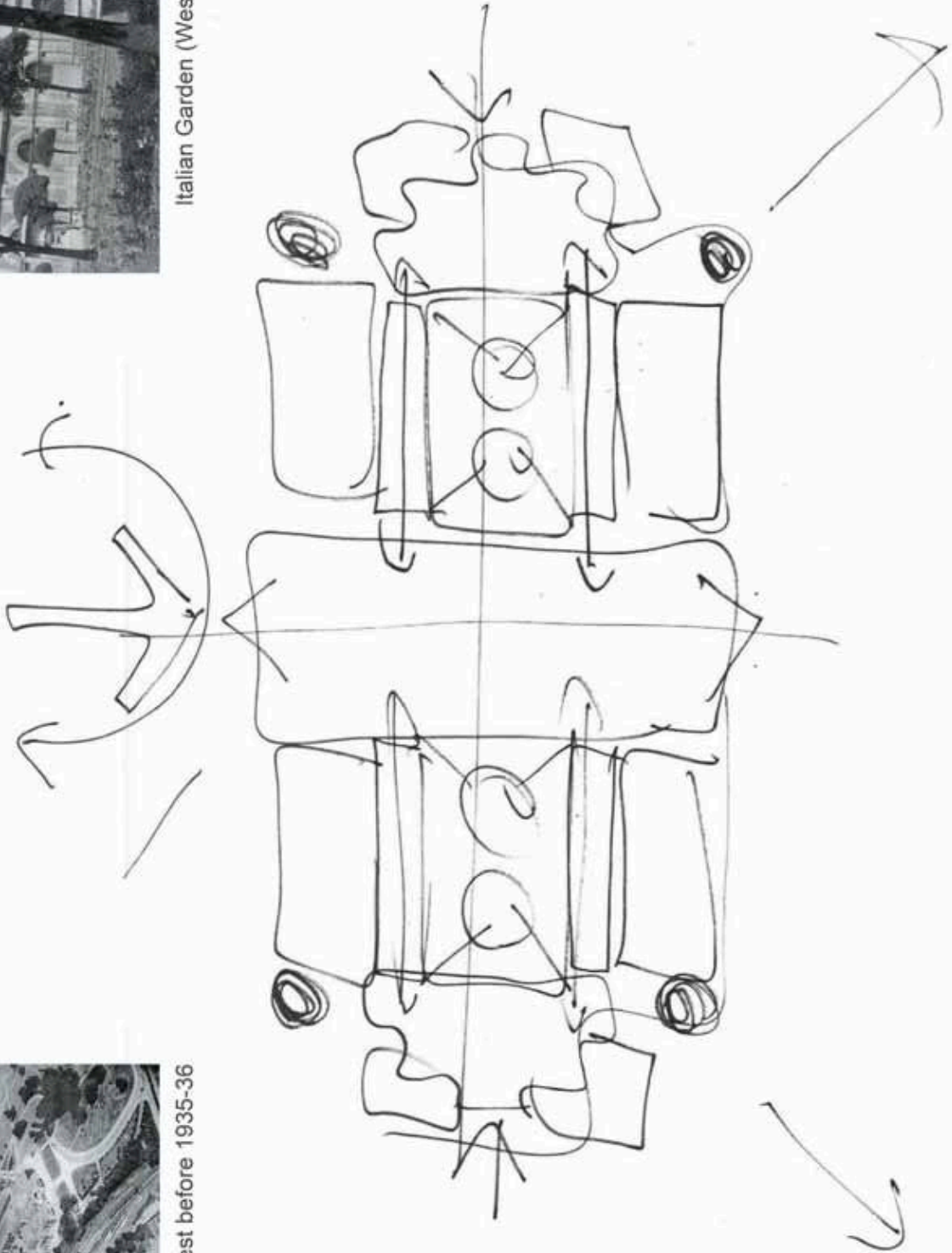




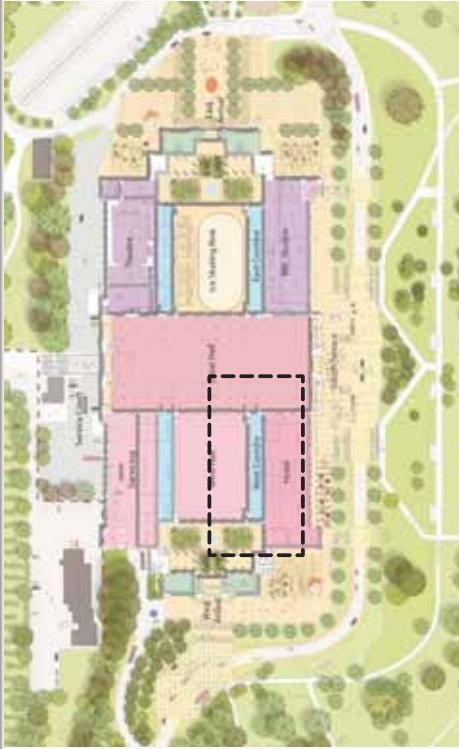
Aerial View from West before 1935-36



Italian Garden (West of The Great Hall)

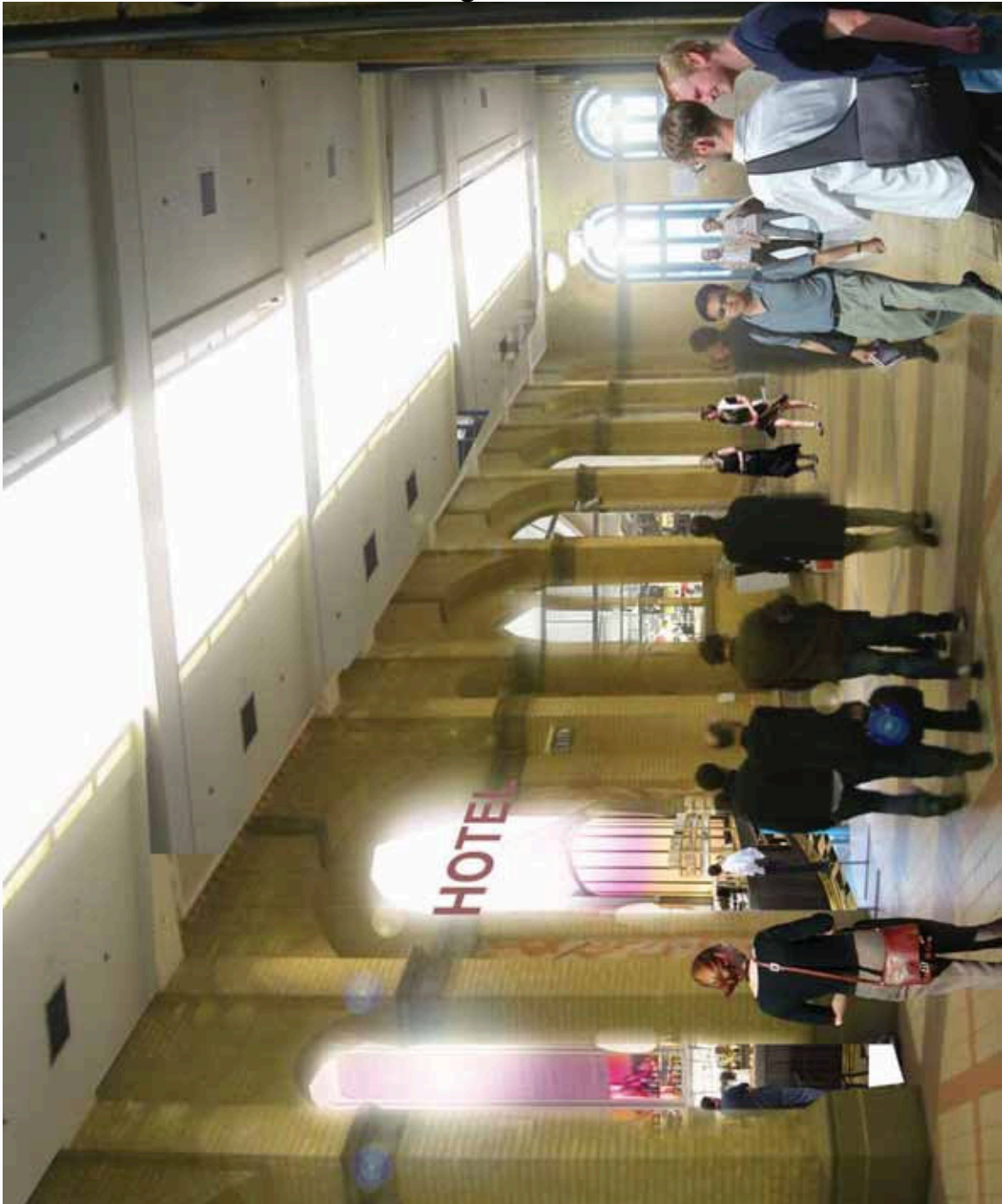


UNDERSTANDING THE BUILDING AS IT WAS - AND CAN BE AGAIN?



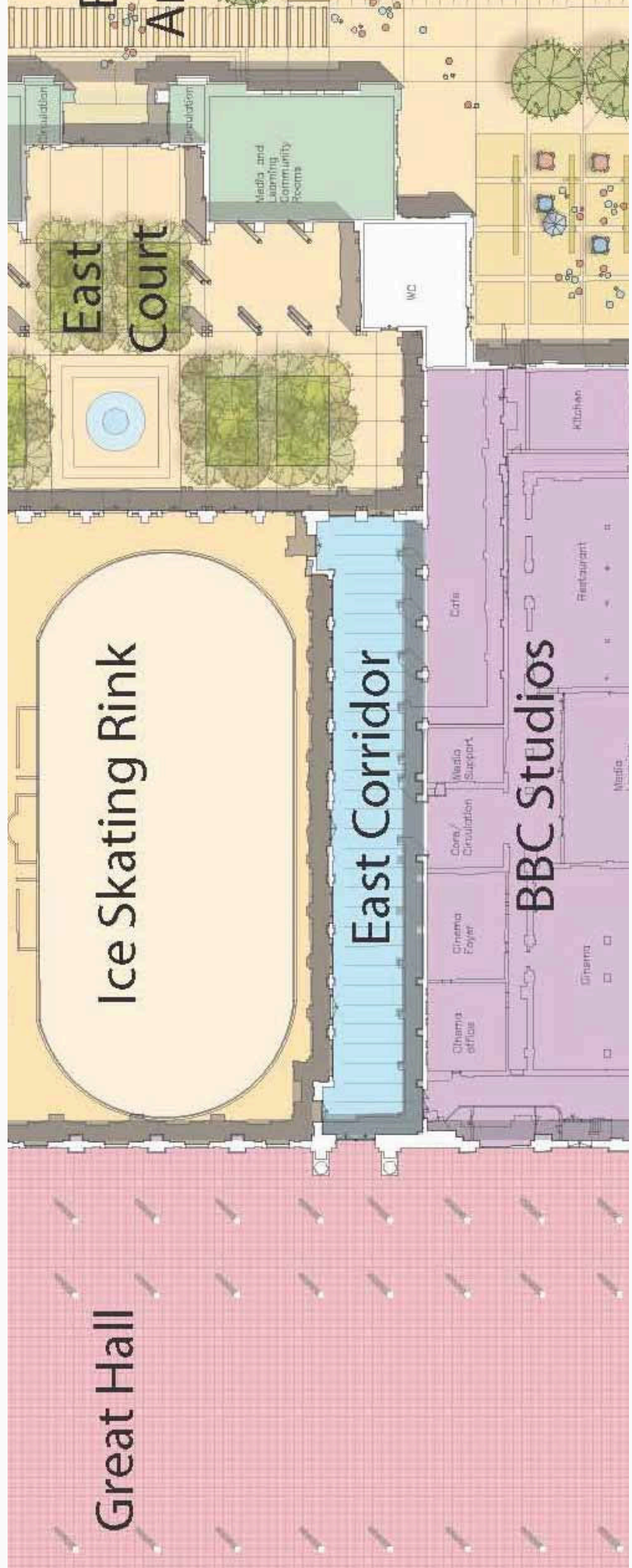
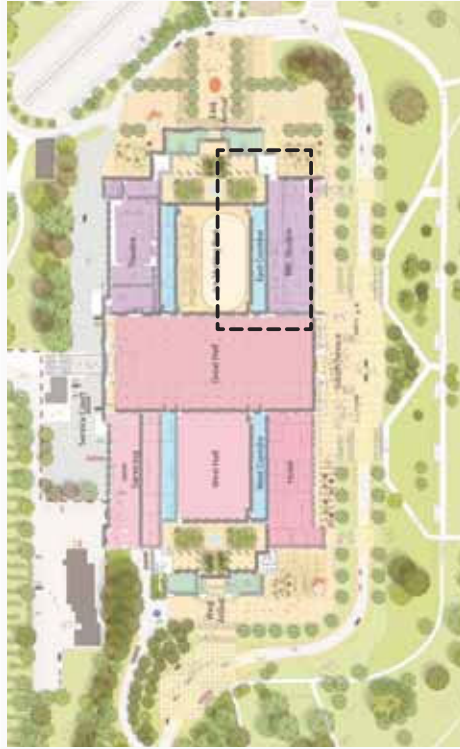
CLARIFY THE INTERNAL CIRCULATION - WEST CORRIDOR





CLARIFY THE INTERNAL CIRCULATION - WEST CORRIDOR

ALEXANDRA PALACE



CLARIFY THE INTERNAL CIRCULATION - EAST CORRIDOR





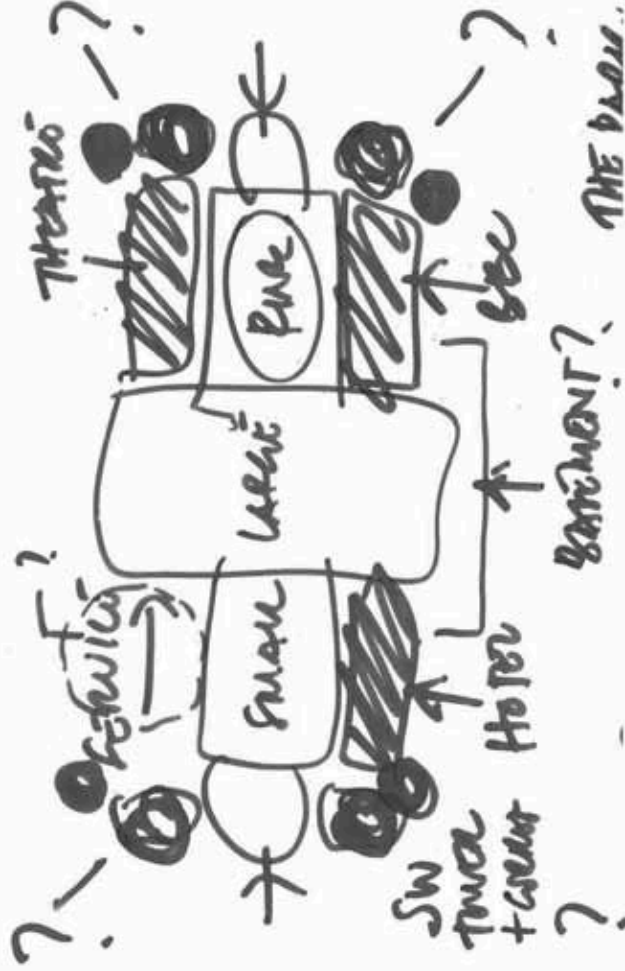
CLARIFY THE INTERNAL CIRCULATION - EAST CORRIDOR

ALEXANDRA PALACE





## USE MASTERPLAN - CURRENT THINKING



## WHAT DO WE DO WITH THE REST?

# Improve Existing Uses and Create New Uses

## #4 Upgrading the Main Hall

- **Upgrade the hall** in line with the aspiration of the business plan for the space
- **Minimum upgrade** to include replacement lighting and fire alarm systems with glass repair to the roof
- Consider an upgrade to **'back of house'** talent, VIP and servicing spaces
- **Maximum upgrade** could include the introduction of elements to create:
  - A **'black box'** space with improved insulation and energy use
  - New flexible **lighting** and **servicing** systems
  - An improved **acoustic** performance of the space
- Provide improved and more flexible **zoning** of the hall for varied use size with a variety of food and beverage options
- **Activate the southern door** and facilitate general **east/west circulation** across the building, when appropriate, to the Great Hall use
- **Zone The Great Hall**- Active 2/3<sup>rd</sup>s Supplementary 1/3<sup>rd</sup>
- Provide a focus on **live entertainment, live sport, exhibitions** with hospitality and conferencing
- Provide appropriate servicing and a home for the box office

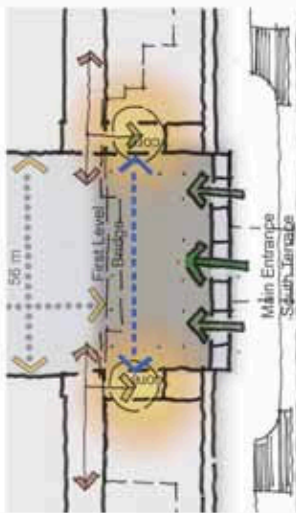
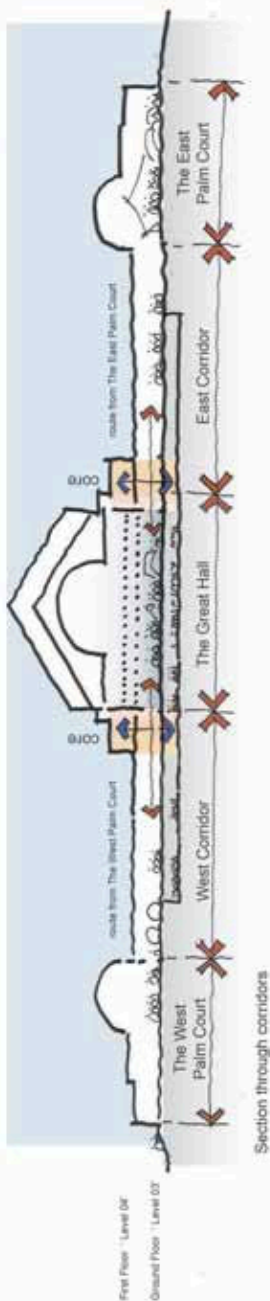


Total Area: 6,560 m<sup>2</sup>

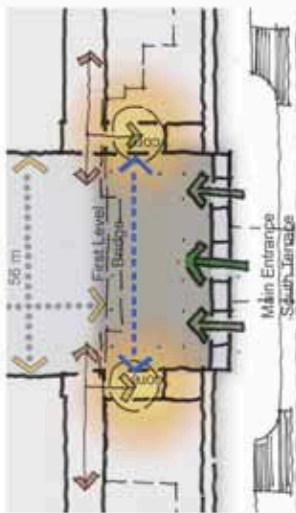
CAPACITY OF 10,500 PEOPLE BASED  
ON CURRENT EGRESS PROVISION

## THE GREAT HALL - AREA / CAPACITY

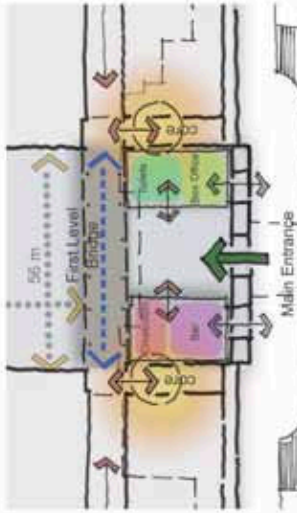




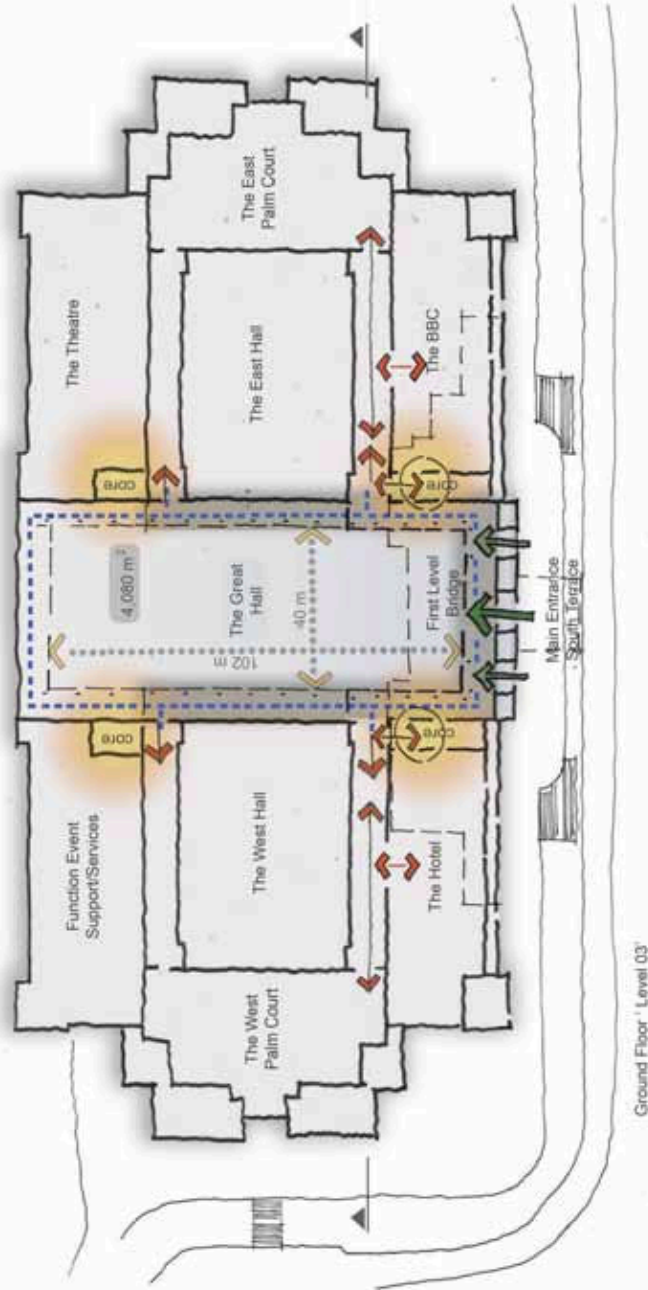
CONSIDER A CIRCULATION MEZZ. LEVEL



CONSIDER AN UPPER LEVEL LARGE MEZZ. SPACE



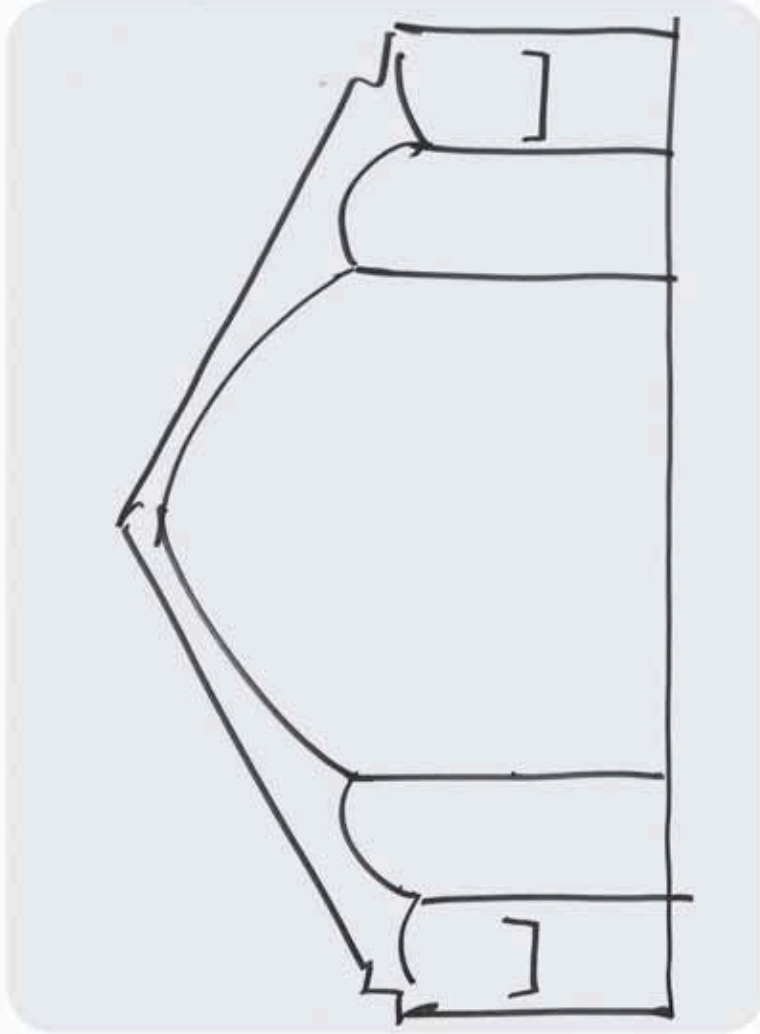
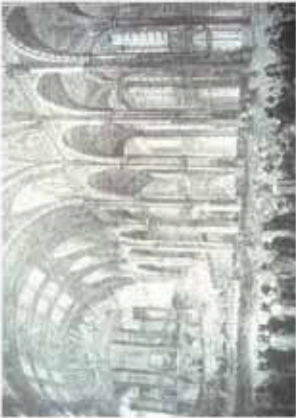
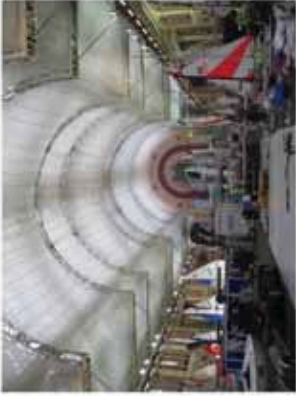
CONSIDER THE INTRODUCTION OF A TEMPORARY OR FIXED AND FLEXIBLE SUPPORT ZONE THAT FRAMES THE FRONT DOOR



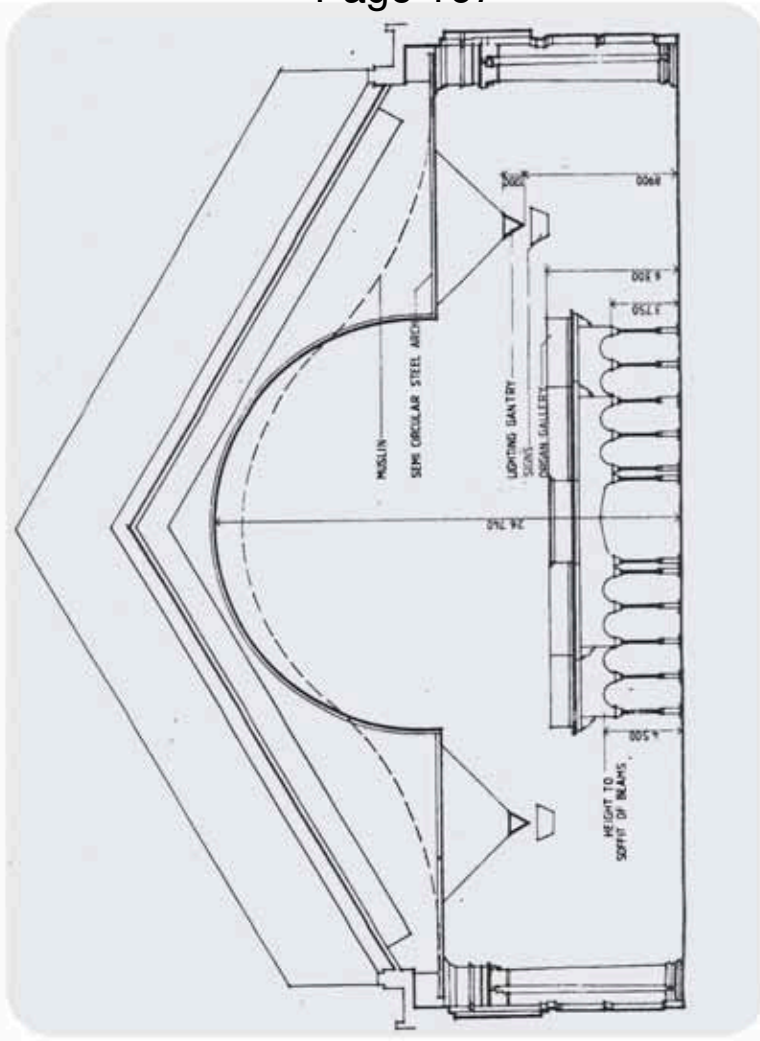
CONSIDER A MEZZANINE LEVEL THAT LOOPS THE HALL

## CREATING A CONNECTED AND BETTER SERVICED GREAT HALL OFFER



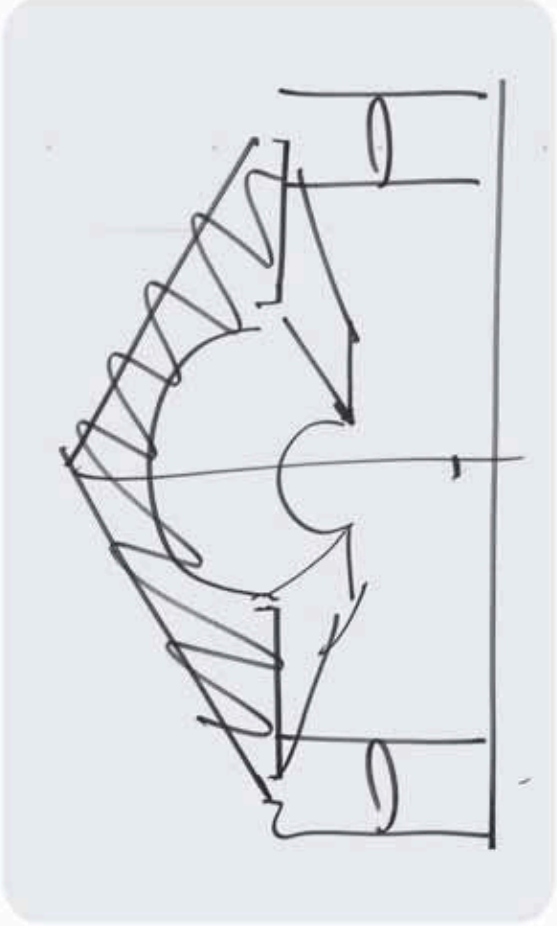


PRE 1980'S

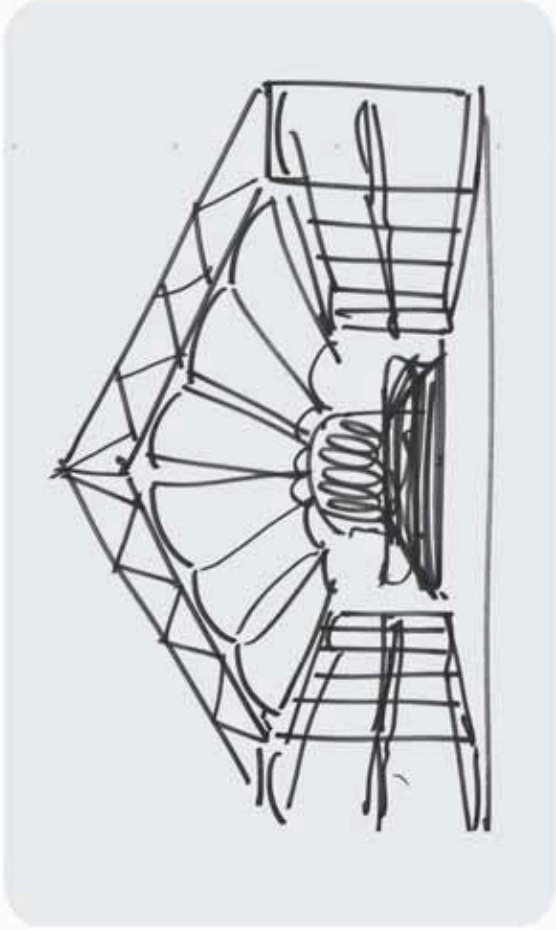
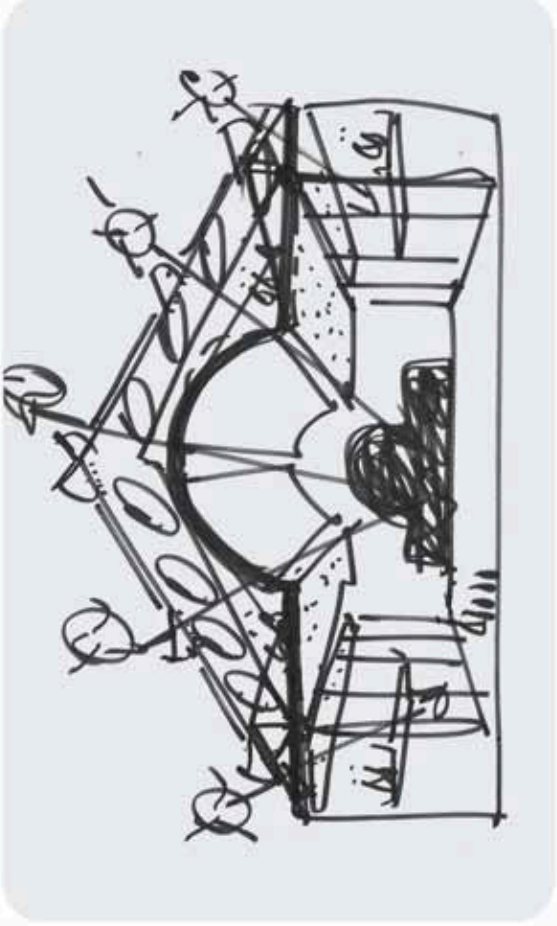


1980'S ONWARDS

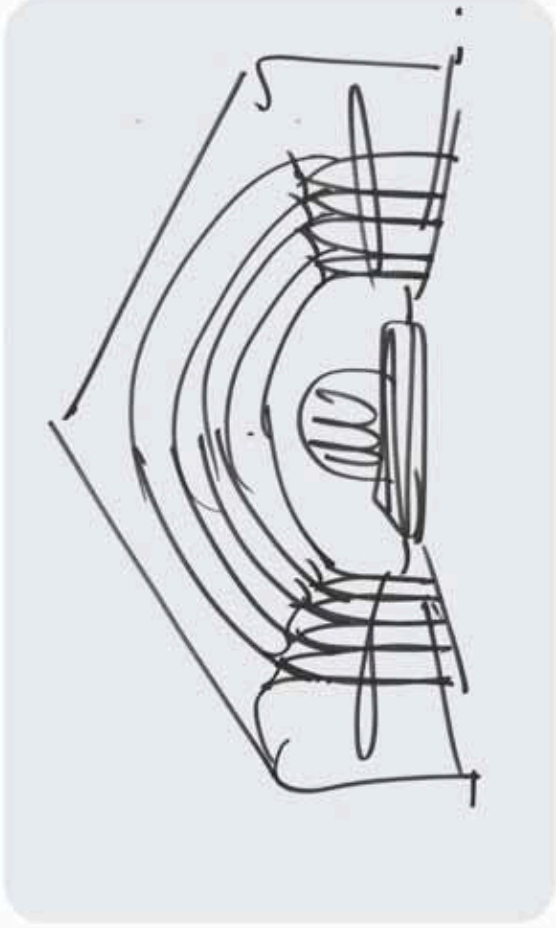
THE GREAT HALL AS IT WAS AND IS NOW



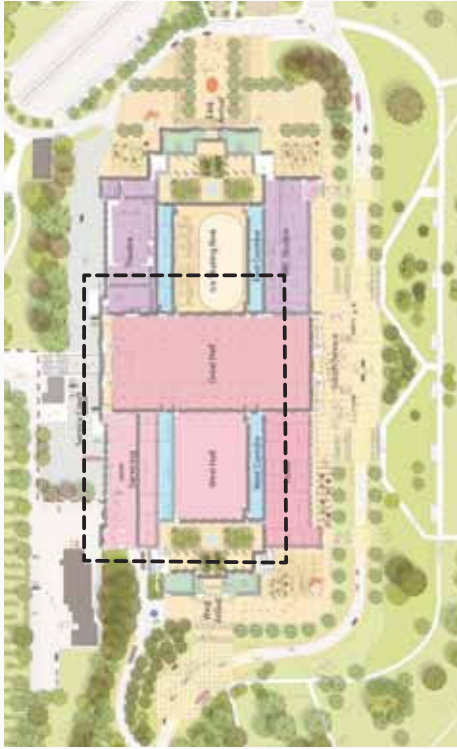
CONSIDER NEW COLUMNS WITH INTERNAL ROOF STRUCTURE THAT ADDRESSES  
MORE FLEXIBLE SERVICING, ACOUSTICS, DAYLIGHT,  
SPACE ZONING AND ENERGY LOSS

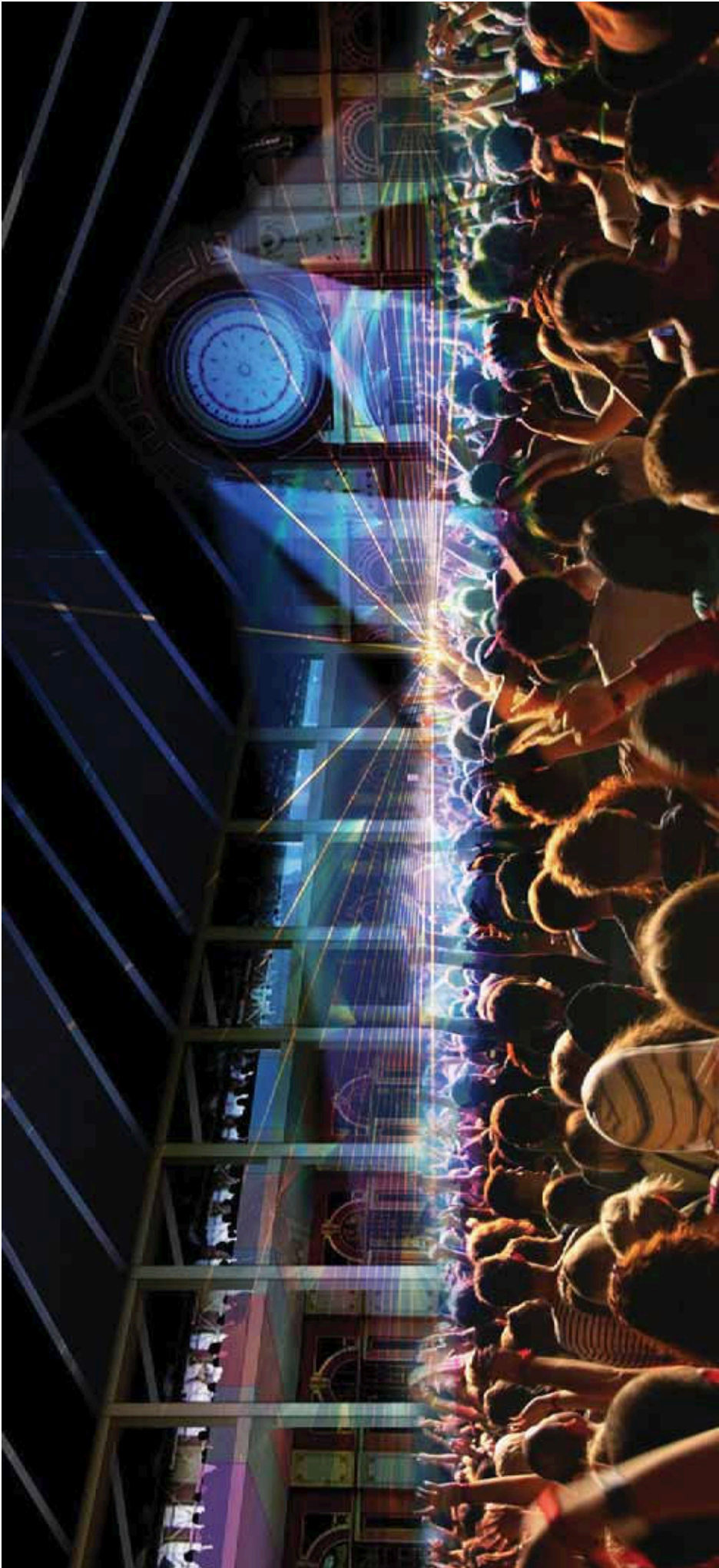


CONSIDER A STRUCTURE THAT REDEFINES THE ICONIC  
NATURE OF THE GREAT HALL SPACE









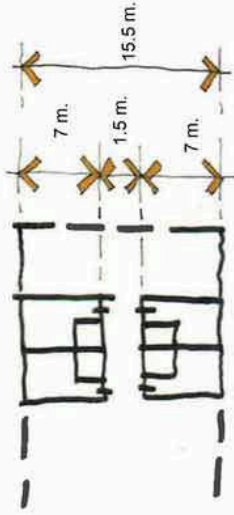
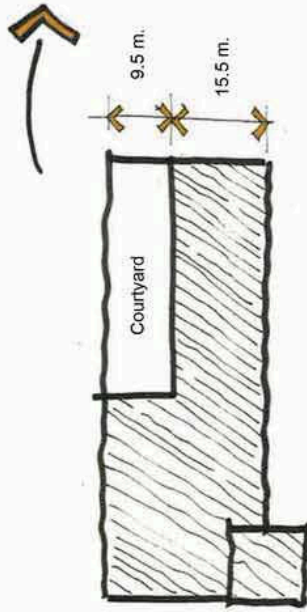
ALEXANDRA PALACE



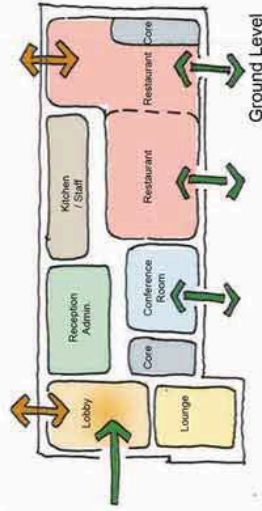
## THE HOTEL

'Visitors Convenience'

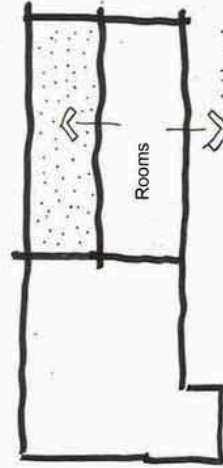
- Restaurant
- Gym
- Spa
- Weddings / Banquets



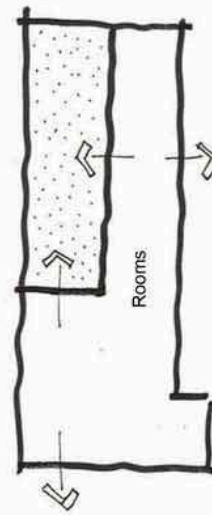
150-200 rooms



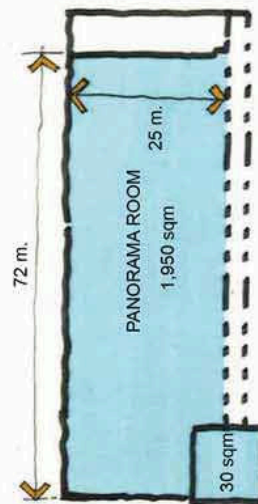
Ground Level



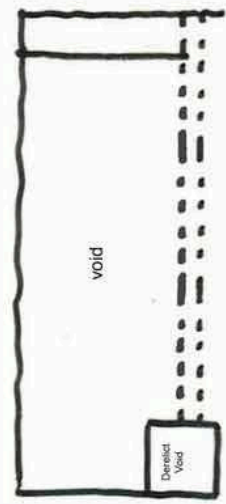
1st Level



Upper Levels



LEVEL 03



LEVEL 04

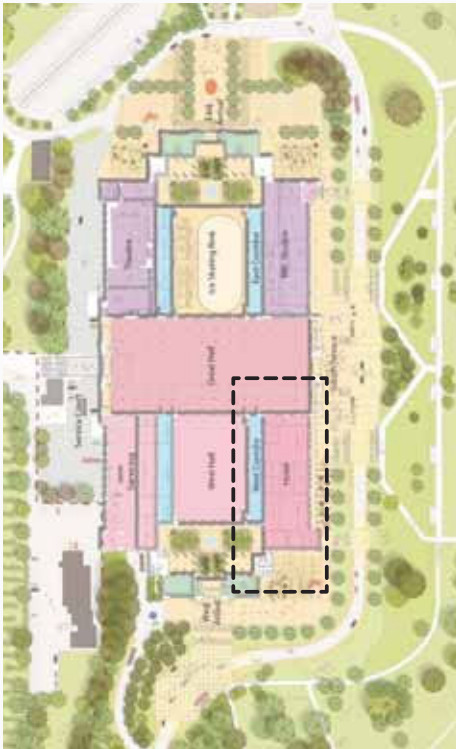
THE HOTEL  
'Visitors Convenience'

ALEXANDRA PALACE

## Improve Existing Uses and Create New Uses

### #5 A Hotel in the Palace

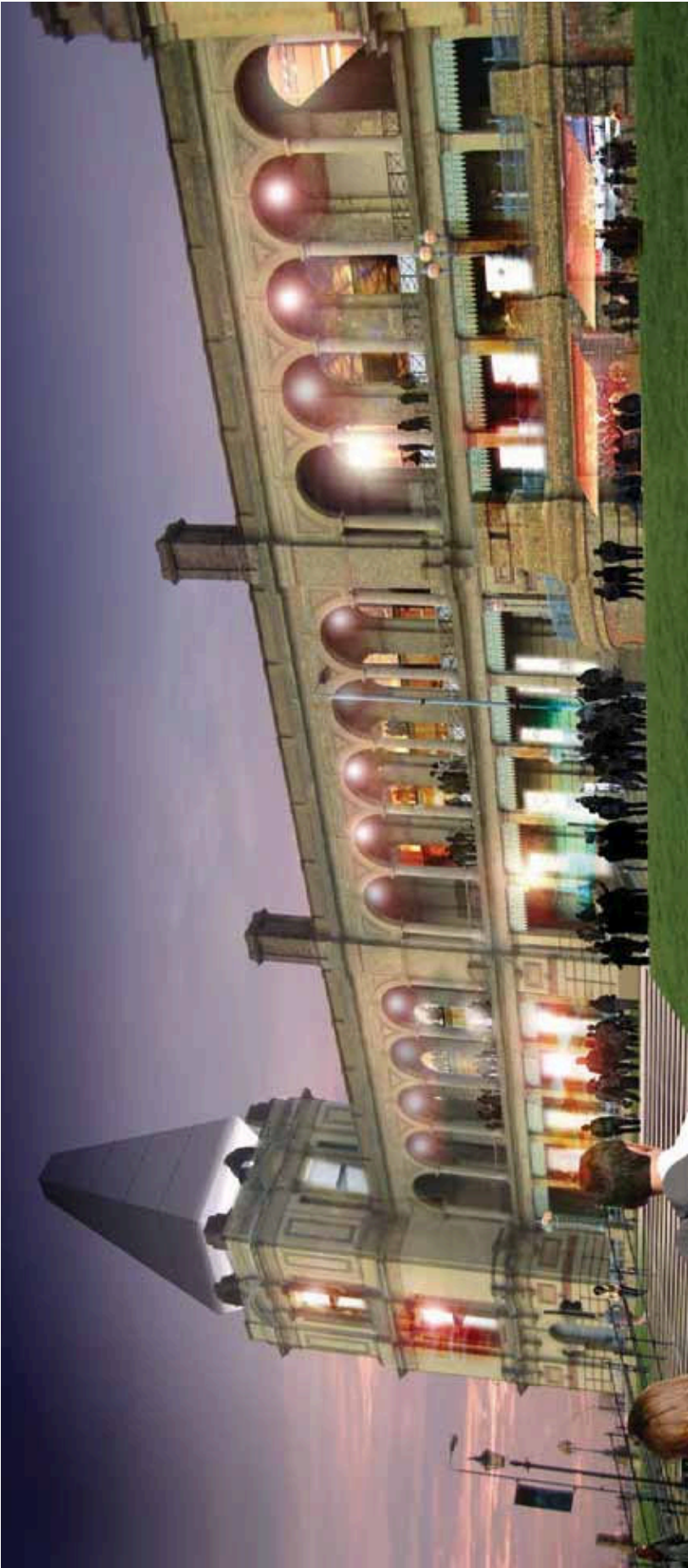
- Site a **new hotel** in the Panorama Room space with a lobby off the Palm Court
- Provide **public rooms for conferencing, banqueting and wedding hire**



## A HOTEL IN THE PALACE

ALEXANDRA PALACE





A HOTEL IN THE PALACE

ALEXANDRA PALACE

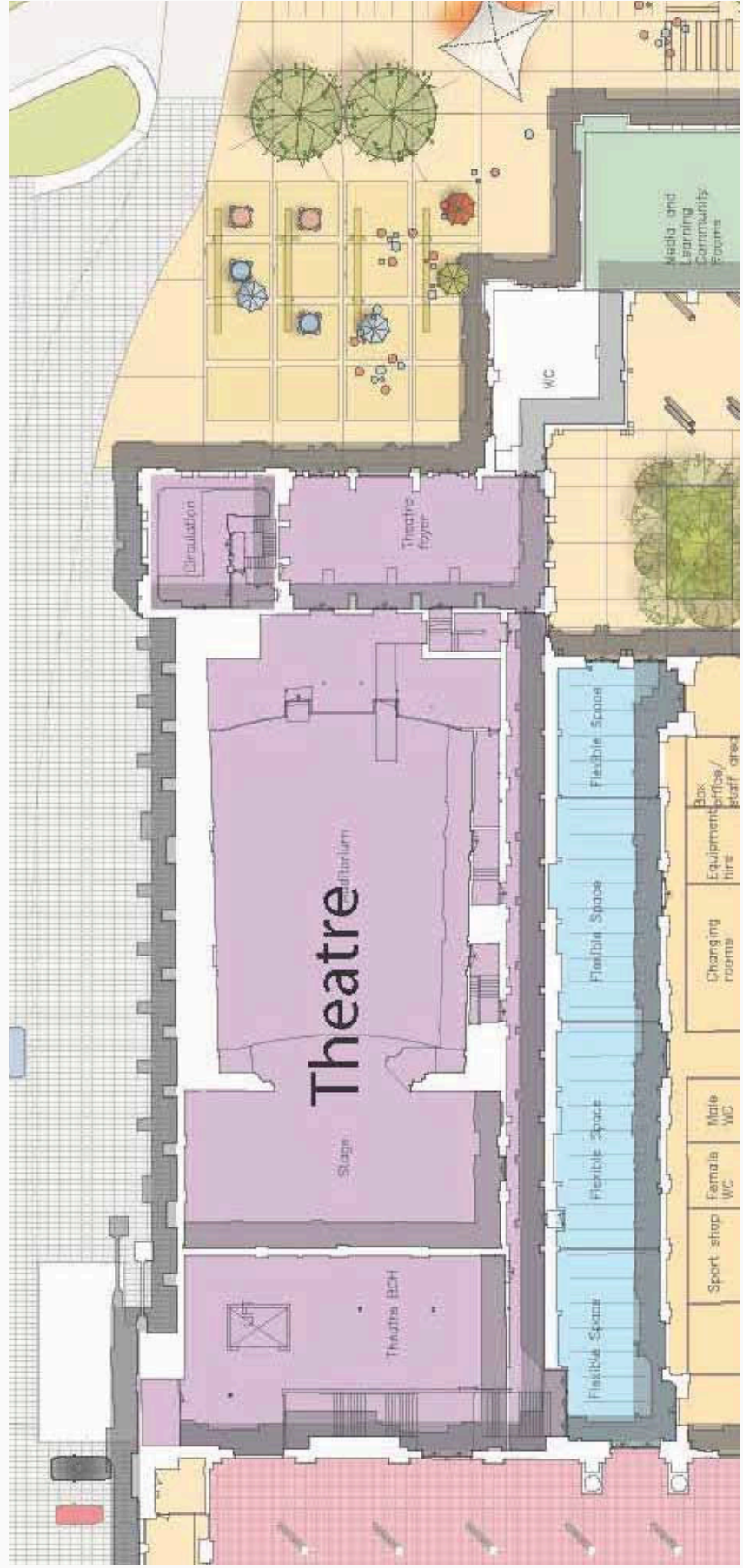
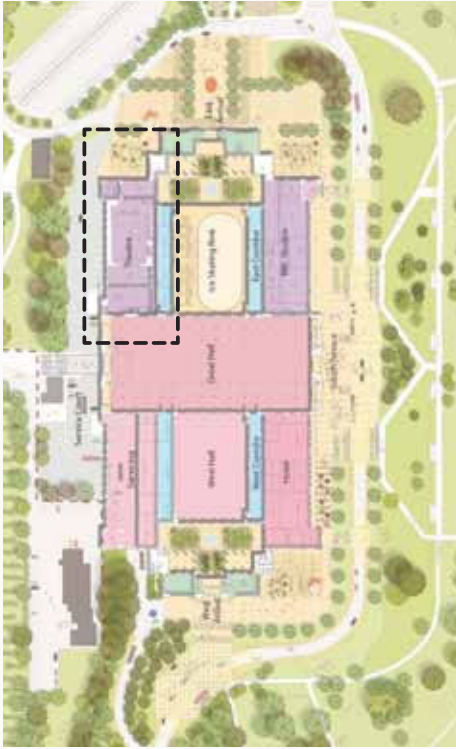




# Improve Access and Legibility of Existing Uses and New Uses

## #6 Opening up the Cerelick Spaces

- **The Theatre**  
Refurbish the existing heritage theatre spaces
- **The BBC Studios**  
Refurbish the existing studios and provide new media based uses in adjacent spaces
- **The Basement**  
Open the basement spaces to new and flexible uses with aspect and access directly to the palace



## OPEN THE THEATRE FOR NEW USERS

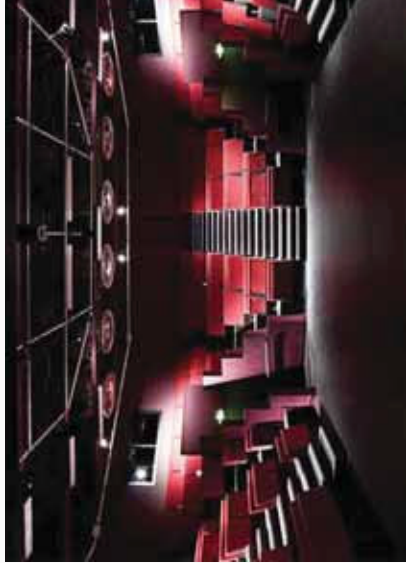
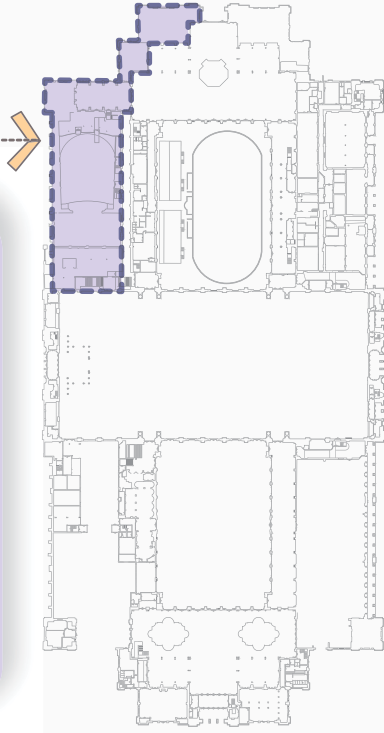
ALEXANDRA PALACE



## THE THEATRE

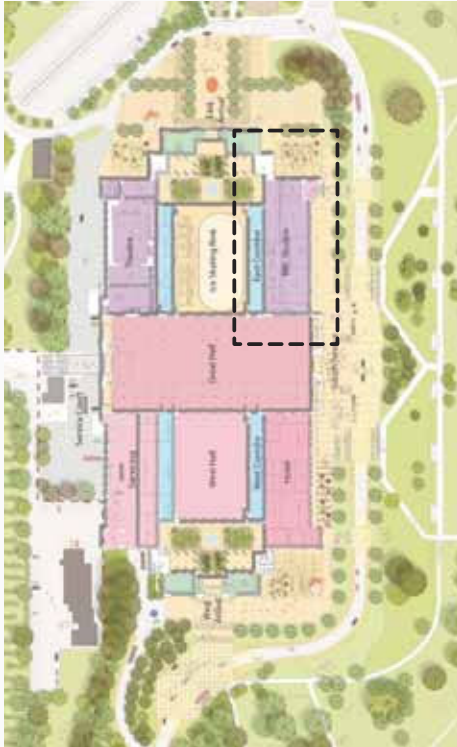
### 'Performance'

- Theatre learning
- Performance Studios
- Corporate learning
- Concerts



OPEN THE THEATRE FOR NEW USERS



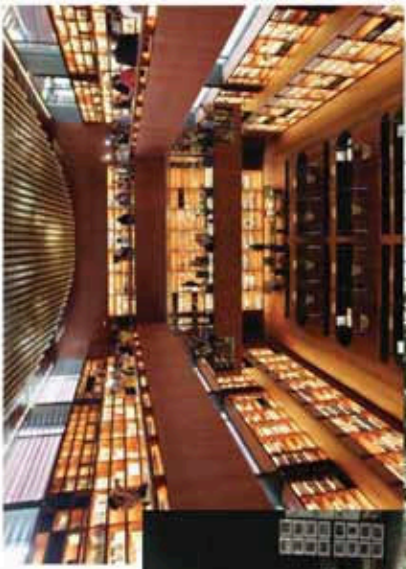
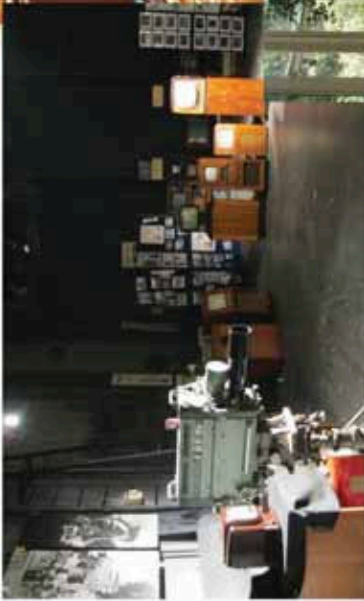


OPEN THE BBC STUDIOS FOR NEW USERS



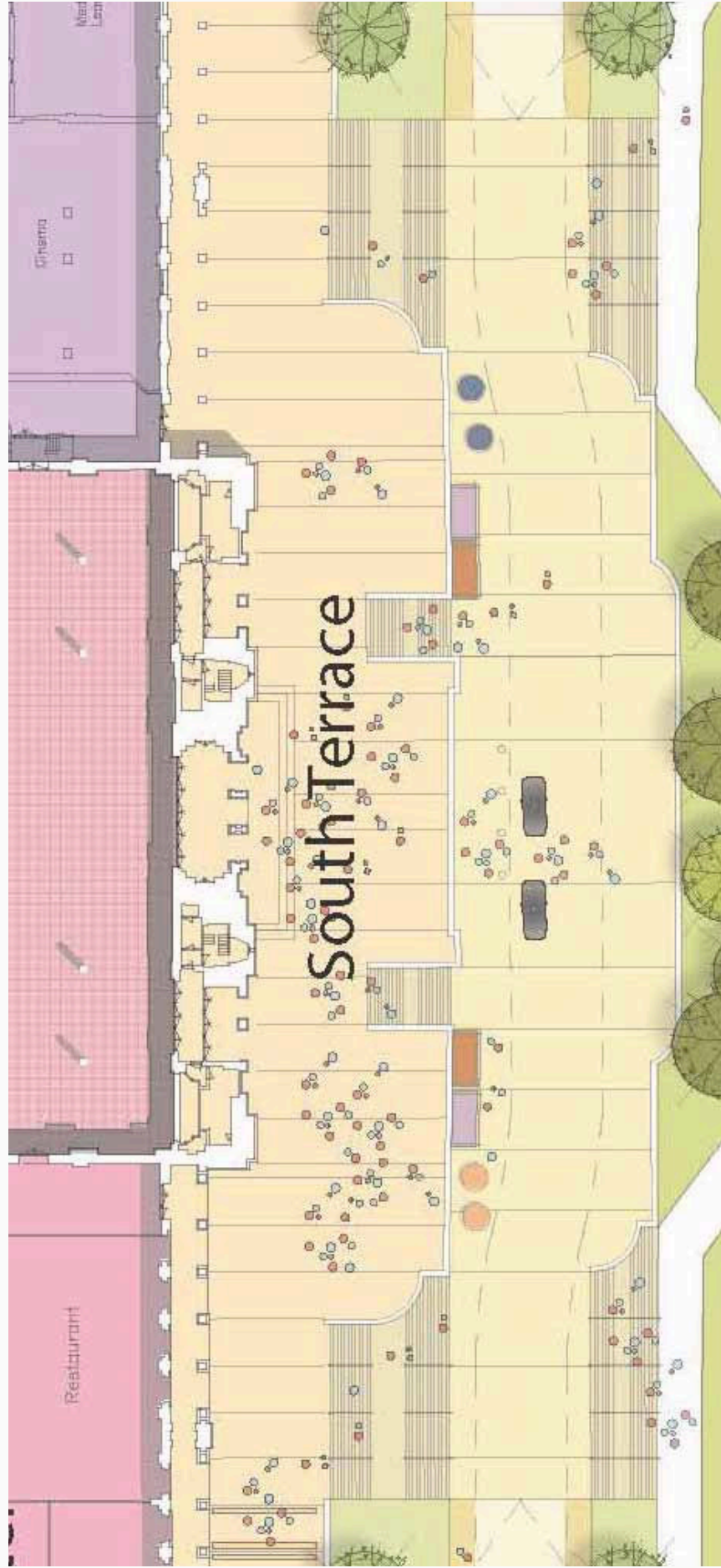
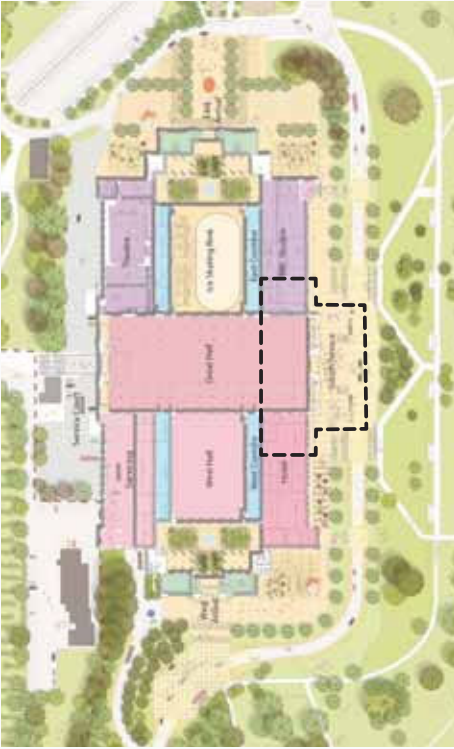
THE BBC

- 'Media'
- Broadcast Learning Centre
- Museum/Archive
- Library
- Working Studios
- Luxury Theatre
- Film / TV School
- Cafes / Bars



OPEN THE BBC STUDIOS FOR NEW USERS





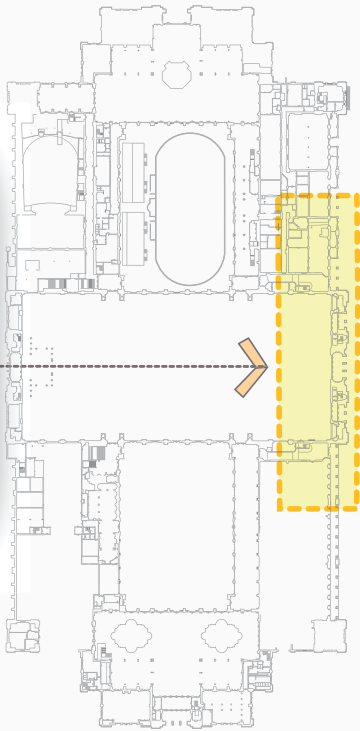
## OPEN THE BASEMENT FOR NEW USERS

**ALEXANDRA PALACE**



**BASEMENT**  
**'Open to the Park'**

- Workshops / Crafts
- Art display
- Retail associated
- Markets
- Plant Area



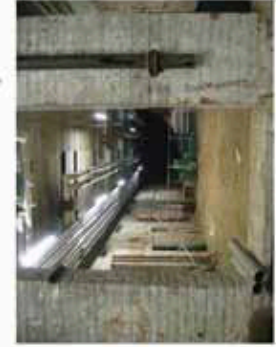
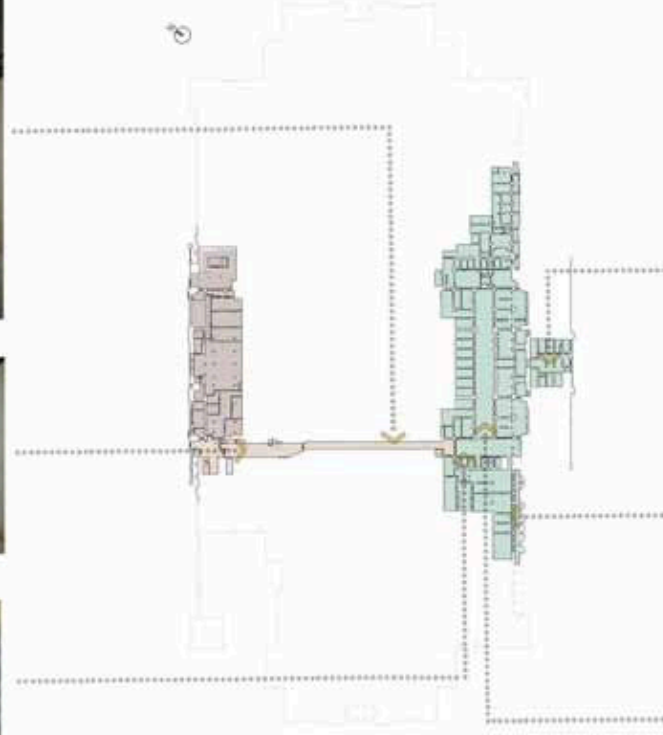
OPEN THE BASEMENT FOR NEW USERS





**Appendix 1**

**# The Existing Building - Plans & Photographs**



## THE EXISTING BUILDING LEVEL 1 'UNDERCROFT AND ARCHES'

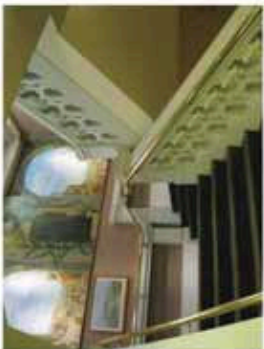
FARRELLS

**ALEXANDRA PALACE**

### REAL-CHANGING USERS

**BUILDING ONLY**

- 1 GREAT HALL
- 2 BANQUET ROOM
- 3 ICE CUBE
- 4 THEATRE
- 5 MEET HALL
- 6 INCUBATOR
- 7 OFFICES
- 8 BUSINESS CLUB
- 9 ROOMS & SUITES
- 10 SWIM
- 11 CIRCULATION
- 12 FORTY-SEVEN ROOMS
- 13 ARCHIVES
- 14 STORAGE
- 15 PLANT
- 16 HOLLAND

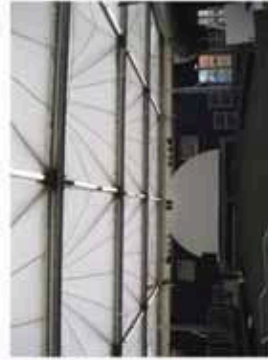
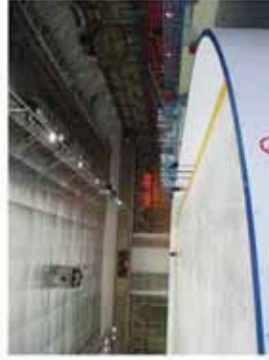
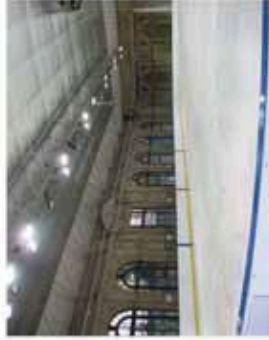
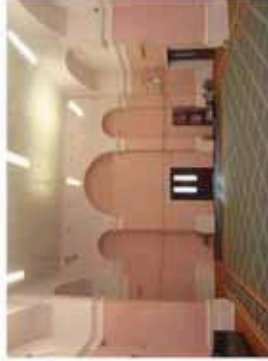
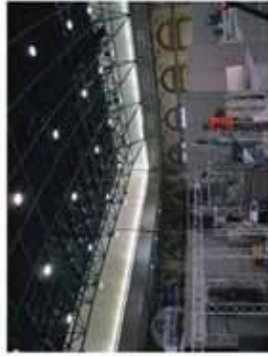
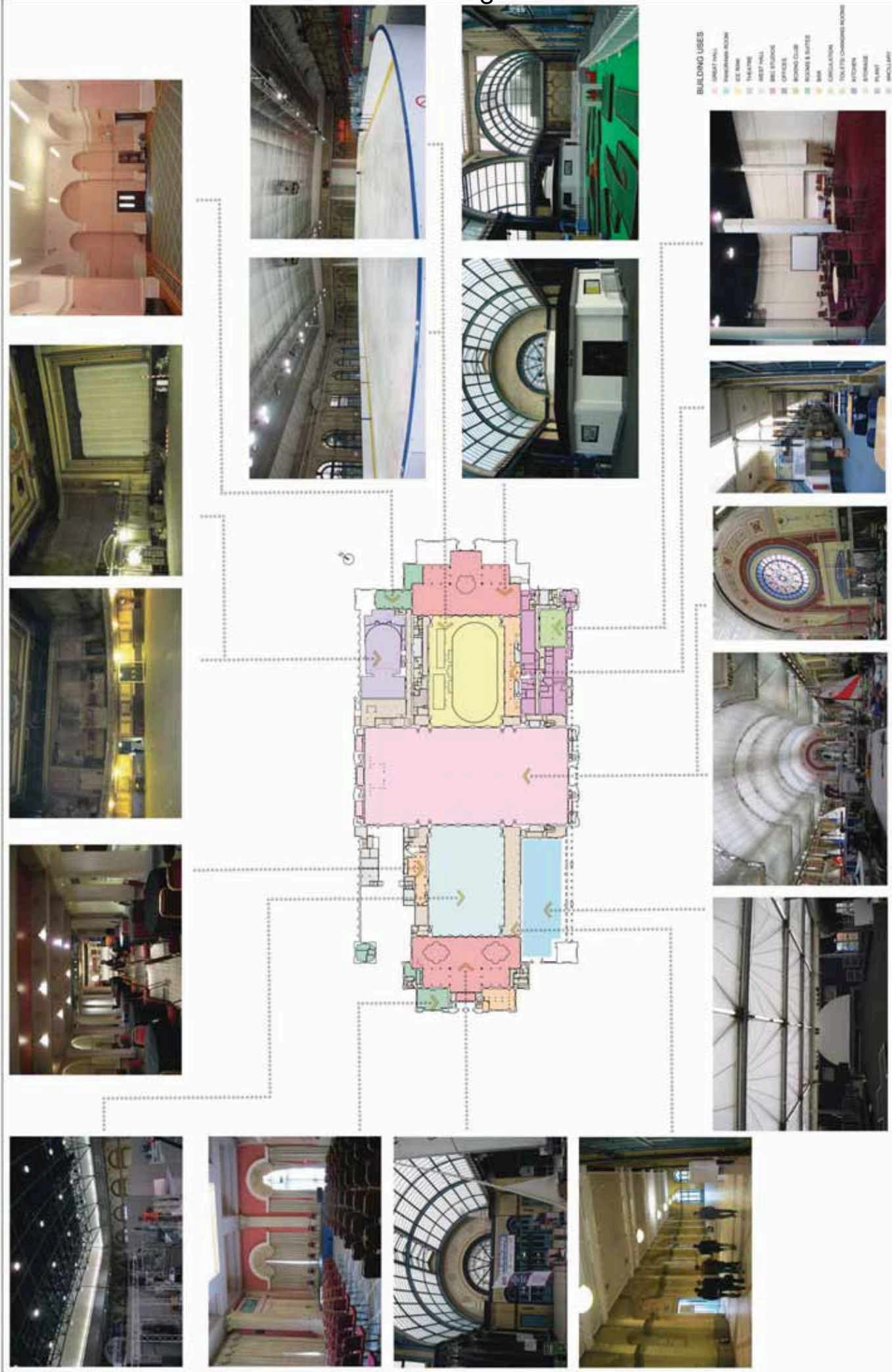


- BUILDING USES**
- GREAT HALL
  - PACKAGING ROOM
  - ICE ROOM
  - FREEZING
  - MEAT HALL
  - MEAT STORAGE
  - OFFICES
  - WORKING CLUB
  - ROOMS & BATHS
  - BAR
  - CIRCULATION
  - TOILETS CHANGING ROOMS
  - KITCHEN
  - STORAGE
  - PLANT
  - RECLINERY

# THE EXISTING BUILDING LEVEL 02 'LOWER LEVEL'



# THE EXISTING BUILDING LEVEL 03 'GROUND FLOOR'





- BUILDING USES
- LOBBY HALL
  - RECEPTION ROOM
  - ICE ROOM
  - THEATRE
  - WEST HALL
  - REAR STAIRS
  - OFFICES
  - BOARDING CLUB
  - ROOMS & SUITES
  - JOB
  - CELLAR
  - TOILETS (DRESSING ROOMS)
  - KITCHEN
  - STORAGE
  - PLANT
  - ANGLARY



# THE EXISTING BUILDING 'UPPER LEVELS'



## Appendix 2

### # Public Consultation - Exhibition Panels



# WELCOME TO THE ALEXANDRA PALACE PUBLIC CONSULTATION

OVER THE PAST FEW MONTHS THE TRUSTEES OF ALEXANDRA PALACE HAVE BEEN DEVELOPING A 'SPATIAL MASTERPLAN' FOR THE FUTURE USE AND CONSERVATION OF THE BUILDING; LOOKING AT THE WHOLE SITE AND HOW PEOPLE MIGHT USE IT AND MOVE AROUND IT IN YEARS TO COME.

## WHY DO WE NEED TO 'REGENERATE' THE PALACE?

Currently, the Palace does not generate enough income to support its maintenance and there is a significant need for investment in facilities. As a consequence, much of the Palace is underused. So we have been developing a regeneration strategy which includes a design-led masterplan for the whole Palace.

## WHAT DOES THE MASTERPLAN DELIVER?

Our vision for the long term future of the Palace and Park is to:

- Establish the Palace firmly for the long term as a major entertainment destination
- Realise the community and learning potential of the Palace and Park
- Make the Palace more financially self-sufficient and reduce our dependence on public subsidy
- Sympathetically conserve the Palace and Park for future generations

Our plans turn these objectives into design proposals for different parts of the Palace.



## WHAT STAGE ARE WE AT?

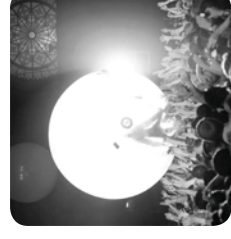
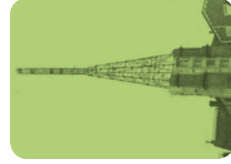
We are currently at the early stages of the regeneration process, in which we are exploring a whole range of related projects for each area of the Palace. These projects may be delivered to different timescales, depending on the priorities assigned to them and the availability of financial and commercial partners.

The masterplan sets out a long term, design-led strategy and direction of travel against which the projects can be assessed.

# WHAT IS THE PUBLIC CONSULTATION ABOUT?

WE WOULD LIKE TO SHARE OUR IDEAS WITH YOU, AT THIS EARLY STAGE, BECAUSE ALEXANDRA PALACE IS THE PEOPLE'S PALACE AND WE WANT TO HEAR YOUR VIEWS.

Your support is essential if we are to make progress with our ambitious plans. Whether you live locally or further away, whether you are a member of an interest group or an event organiser, we would welcome your feedback and comments. This will help us to prioritise our ideas as we move to the next stage of the regeneration process.



Alexandra  
Palace the  
regeneration.

**TOMORROW'S  
ALLY PALLY**

ARCHITECTS  
**FARRELLS**

TRANSPORT ADVISORS  
**WSP**

CONSERVATION SPECIALISTS  
**DONALD INSALL  
ASSOCIATES**

BUSINESS CONSULTANTS  
**Collins**

Share your thoughts on [Facebook](#) or [Twitter](#) @yourallypally (#haveyoursay)

[ALEXANDRAPALACE.COM/REGEN](http://ALEXANDRAPALACE.COM/REGEN)

PANEL 2



# WHO WE ARE

Alexandra Palace and Park are owned and managed by a charitable trust, created by an Act of Parliament in 1900.

Our charitable objectives are to maintain the Palace and Park to be used as a place of public resort and recreation and for other public purposes.

Since 1980, Haringey Council has been the sole trustee of the Trust, and holds on-going responsibility for its administration. The members of the board are locally elected Councillors, and representatives of the local residents and user groups. The Trust is committed to driving forward the regeneration of the Palace and the maintenance of the Park.

## DONALD INSALL ASSOCIATES.

The historic building and conservation specialists.



## TERRY FARRELL AND PARTNERS.

The world-renowned architects & urban designers.



The Deep



The Edinburgh International Conference Centre



WSP, The global transport advisors.

Sturford City Bus Station



Chatham Interface

## OUR TEAM

THE TRUST HAS BROUGHT TOGETHER AN EXPERT TEAM TO ADVISE US ON THE OPTIONS INCLUDING:

Alexandra Palace the regeneration.

TOMORROW'S ALLY PALLY

ARCHITECTS



TRANSPORT ADVISORS



CONSERVATION SPECIALISTS



BUILDING CONSULTANTS



Share your thoughts on [Facebook](#) or [Twitter](#) @yourallypally (#haveyoursay)

ALEXANDRAPALACE.COM/REGEN

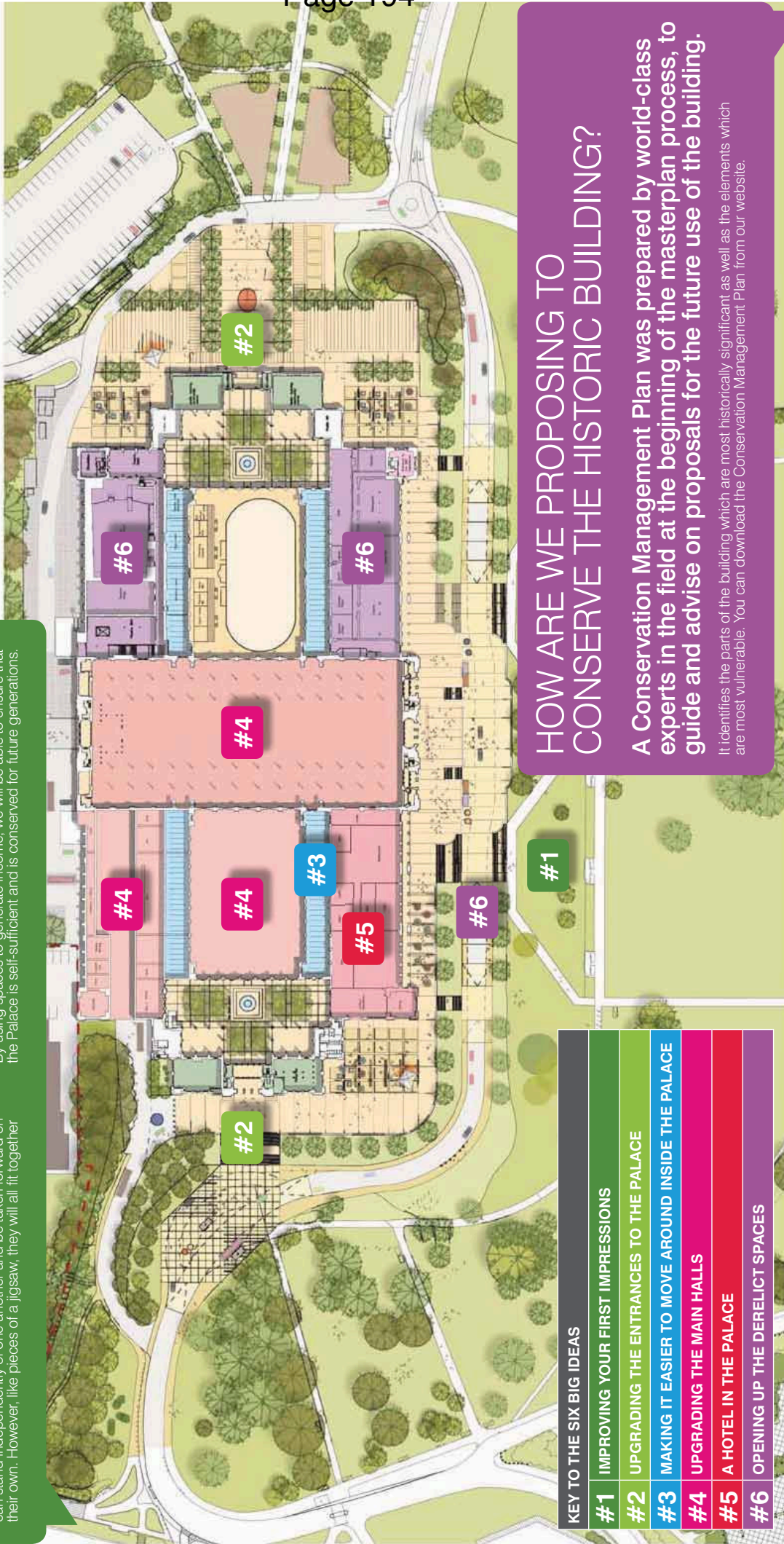
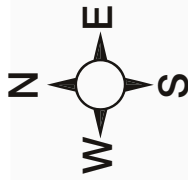
PANEL 3

# WHAT ARE WE PLANNING?

We have identified six “Big Ideas” for transforming Alexandra Palace. These are set out in the following panels, each on a separate panel.

Not all of these initiatives will happen at once. Some may take a number of years to realise. Our intention is that each of the Big Ideas can stand independently of one another and be taken forward on their own. However, like pieces of a jigsaw, they will all fit together

over time to create a picture of the Alexandra Palace of the future. Our aim is to make the Palace more financially sustainable. By using spaces to generate income, we will be able to ensure that the Palace is self-sufficient and is conserved for future generations.



KEY TO THE SIX BIG IDEAS	
#1	IMPROVING YOUR FIRST IMPRESSIONS
#2	UPGRADING THE ENTRANCES TO THE PALACE
#3	MAKING IT EASIER TO MOVE AROUND INSIDE THE PALACE
#4	UPGRADING THE MAIN HALLS
#5	A HOTEL IN THE PALACE
#6	OPENING UP THE DERELICT SPACES

## HOW ARE WE PROPOSING TO CONSERVE THE HISTORIC BUILDING?

A Conservation Management Plan was prepared by world-class experts in the field at the beginning of the masterplan process, to guide and advise on proposals for the future use of the building.

It identifies the parts of the building which are most historically significant as well as the elements which are most vulnerable. You can download the Conservation Management Plan from our website.

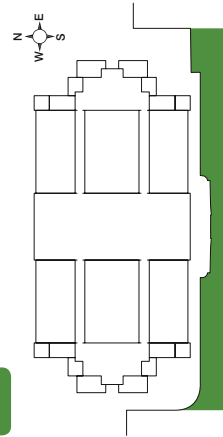


# IMPROVING YOUR FIRST IMPRESSIONS

WHEN ALEXANDRA PALACE FIRST  
OPENED, THERE WAS A GRAND  
SENSE OF ARRIVAL BY TRAM AND  
TRAIN OR ALONG A TREE-LINED  
AVENUE LEADING TO THE PALACE.

Today many of these arrival points have been  
lost or degraded and first impressions as you  
arrive at the Palace are not that memorable.  
We would like to recapture that sense of arrival.

#1



## REDUCING THE IMPACT OF THE ROAD

In Victorian times the access to the Palace was on the north side of the building and the South Terrace connected directly to the Park. Today a busy road divides the Palace from the Park.

We plan to make changes to the road in order to reduce its visual impact and to improve the connection between the Palace and the Park. We are exploring the idea of a shared space in front of the Palace for cars and pedestrians.



Similar schemes have been successfully introduced elsewhere in London, including Covent Garden and, more recently, Exhibition Road in South Kensington.

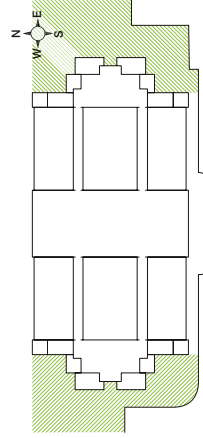
We are planning to make better use of the main entrance on the South Terrace, underneath the magnificent rose window. This would provide direct access to the Great Hall for visitors from the South Terrace, making it a more active space and strengthening access to the Park.

# IMPROVING YOUR FIRST IMPRESSIONS

WHEN ALEXANDRA PALACE FIRST OPENED, THERE WAS A GRAND SENSE OF ARRIVAL BY TRAM AND TRAIN OR ALONG A TREE-LINED AVENUE LEADING TO THE PALACE.

We are looking at ways to improve the eastern and western approaches to the Palace. Possible ideas include changing the East Court car park and improving the road layout and terraces outside the Palm Court. This would create two new public spaces, providing natural meeting points for visitors and the local community.

#2



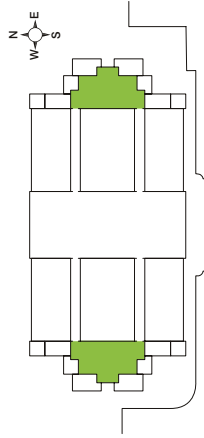


# UPGRADING THE ENTRANCES TO THE PALACE

We are exploring ways to upgrade the entrance spaces for visitors including new planting, water features and seating in the Palm Court and East Court. We are also assessing the accessibility of all the palace entrances to ensure that they are disability discrimination act compliant.



#2





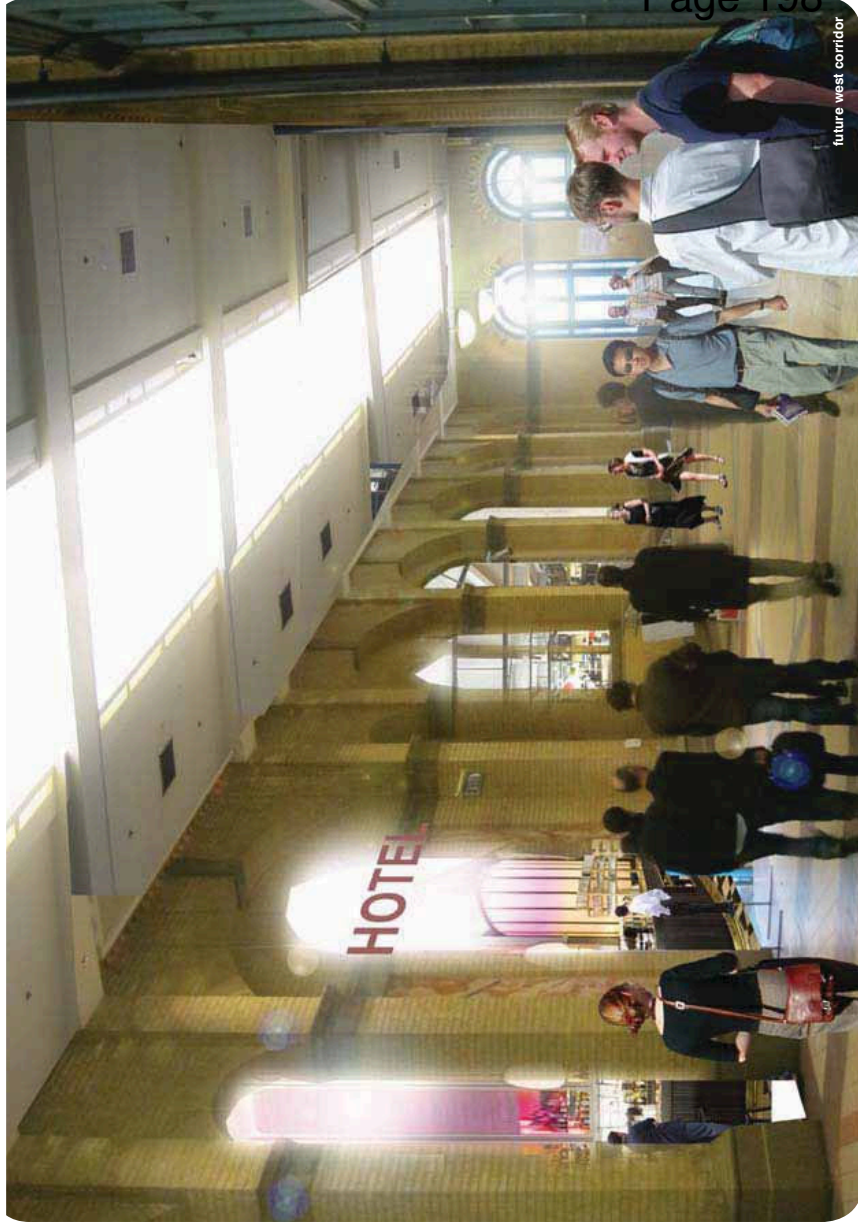
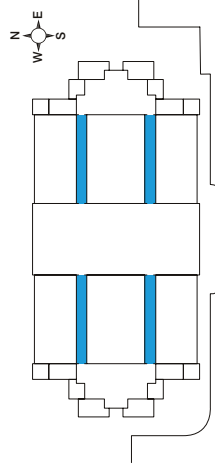
# MAKING IT EASIER TO MOVE AROUND INSIDE THE PALACE

Originally the East and the West wings of the Palace were linked together by four grand corridors, looking out onto landscaped courtyards where the West Hall and Ice Rink are currently located.

We are looking to improve circulation in the Palace by re-opening the unused corridors and refurbishing the existing ones. This will provide a number of benefits:

- It will allow visitors to move more freely around the Palace, without having to go outside
- It will significantly improve the use of the building for public events
- It will open up areas of the building which are currently quite inaccessible
- It will allow spaces such as the Theatre, Ice Rink and Main Halls to operate independently
- It will mean visitors can continue to enjoy using the Palace when there are large events taking place

#3





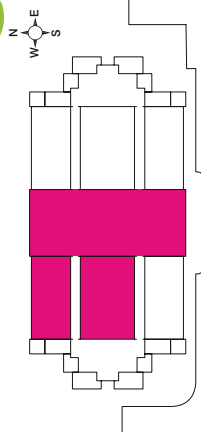
# UPGRADING THE MAIN HALLS

In recent years, Alexandra Palace's reputation and success as a venue for live events has grown significantly, attracting artists such as Jay-Z and Florence and the Machine and key sporting events such as the Masters Snooker.

In order to capitalise on the growth of live events we are looking to upgrade the Main Halls and backstage areas to make them more attractive to organisers and provide an even better experience for visitors.



#4



## THE GREAT HALL

The Great Hall is a fine example of a Victorian concert hall and it houses the magnificent Henry Willis organ, one of the largest in the country. It is a firm favourite of many event organisers and performers and is one of the largest standing venues in London, with space for more than 10,000 visitors. However the Great Hall requires significant investment to maximise its potential.

As a minimum we plan to upgrade the lighting and make repairs to the glass roof to enhance the experience for visitors and to improve the backstage areas for performers.

Should further investment become available, we are also working up more ambitious design options for the Great Hall. We are considering the introduction of colonnaded aisles with mezzanine balconies which would provide more flexible servicing, better acoustics, controlled daylight, zoning of space and would improve energy efficiency. We are also looking at the important conservation aspects of the Great Hall such as the rose windows and the organ.



current great hall



current great hall



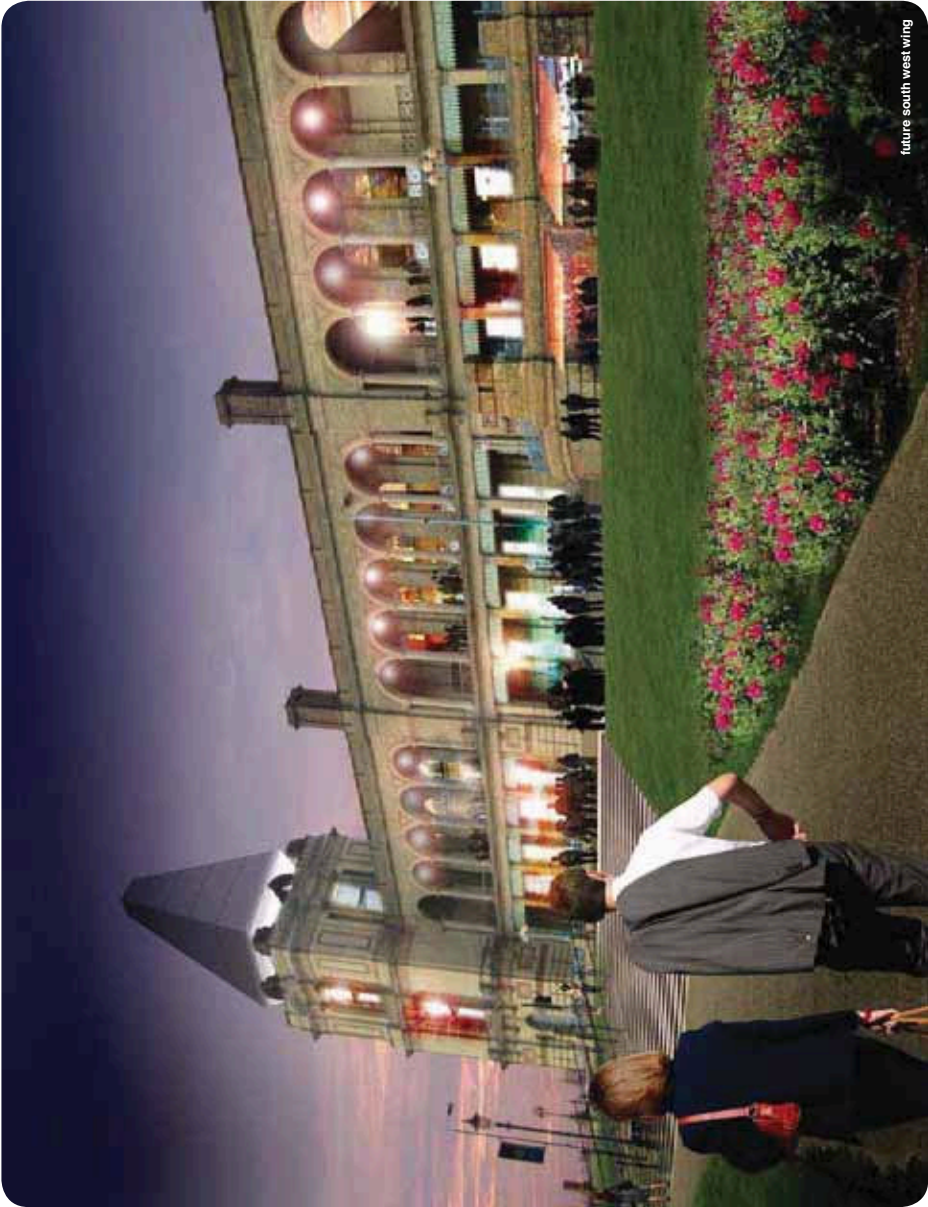
future great hall

# A HOTEL IN THE PALACE

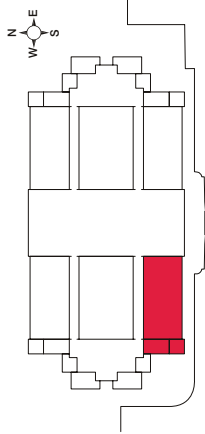
As Alexandra Palace continues to grow and becomes a more successful destination, there is likely to be demand for a hotel on site to accommodate performers, organisers, contractors and the public.

We are examining the feasibility of a new hotel in the Panorama Room space with a lobby off the Palm Court and guest rooms looking out over the skyline of London. The hotel would be built behind the existing Victorian façade of the Palace in order to keep the symmetry of the building and to make use of the two-tiered balcony. It would make use of the imposing South West Tower, which has been derelict for many years.

The public spaces of the Hotel would be open to all, providing restaurant, bar and meeting room facilities overlooking the South Terrace.



#5



Alexandra Palace the regeneration.

TOMORROW'S ALLY PALLY

ARCHITECTS FARRELLS

TRANSPORT ADVISORS WSP

CONSERVATION SPECIALISTS DONALD INSALL ASSOCIATES

BUSINESS CONSULTANTS Callers

Share your thoughts on or @yourallypally (#haveyoursay)

ALEXANDRAPALACE.COM/REGEN

PANEL 10



# OPENING UP THE DERELICT SPACES

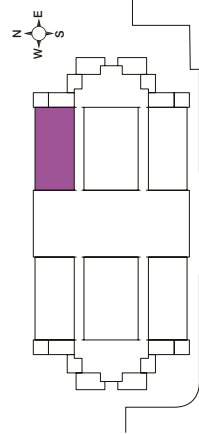
Many of the most fascinating and historically significant parts of the Palace, such as the Theatre and BBC Studios, are closed to the public as they are in poor structural condition.

The Trust is committed to finding funding solutions which will bring these spaces back to life, providing public access and appreciation as well as learning opportunities for local schools, colleges and the community.



current theatre

#6



## THE THEATRE

The Theatre is one of the hidden treasures of Alexandra Palace. Opened in 1875 it originally seated audiences of 3,000 and still has a complete set of Victorian stage machinery. A feasibility study is currently being undertaken by theatre specialists to assess the potential viability of re-opening the Theatre as a performance space for community and commercial use.



In addition to the main concert hall we are looking to introduce theatre workshops and performance studios as part of a wider learning programme with educational partners.



# THE BBC STUDIOS

The BBC Studios, at the South-East corner of the Palace, have a unique heritage as the birthplace of public broadcast television.

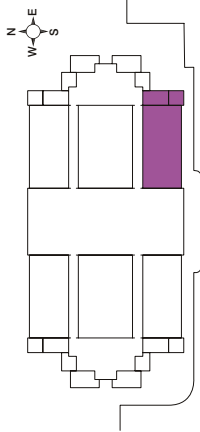
The BBC Tower with its iconic mast was the site from which the first high-definition television programme was transmitted in 1936.

We are exploring the potential for a Broadcast Learning Centre within the BBC Studios as both a local community and visitor resource. The range of possible uses subject to availability of funding might include a broadcast archive and learning centre together with working studios, use as a film and TV school, arts cinema, café and bar.

In the longer term, one of our strategic goals as a Trust is for the BBC Studios to be recognised as a World Heritage Site.



#6



Alexandra Palace the regeneration.

TOMORROW'S ALLY PALLY

ARCHITECTS

FARRELLS

TRANSPORT ADVISORS

WSP

CONSERVATION SPECIALISTS

DONALD INSALL ASSOCIATES

BUSINESS CONSULTANTS

Collins

PANEL 12

ALEXANDRAPALACE.COM/REGEN

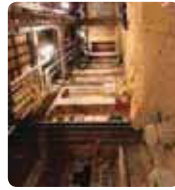
Share your thoughts on or @yourallypally (#haveyoursay)



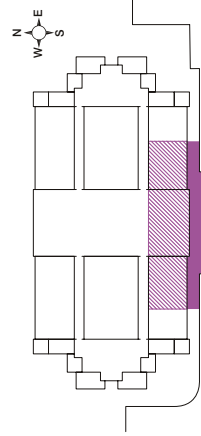
# THE BASEMENT

Underneath the Palace there is a large basement, now derelict, which was used in the past for storage and kitchens.

During World War I parts of the basement and the Great Hall were used as a refugee, and later an internment, camp.



#6



Our plan is to refurbish the basement to provide facilities to support the operations at ground floor and above, like the hotel. We are also exploring the potential of opening up the basement arches underneath the South Terrace to provide cafe and restaurant spaces and a variety of other community and creative uses.

# WHAT WILL IT COST?

## REALISING THE PROJECT TO REGENERATE ALEXANDRA PALACE WILL REQUIRE SIGNIFICANT INVESTMENT OVER TIME.

The total cost, if compared with the market rate for refurbishing buildings of its size, is likely to be tens of millions of pounds, spread over time.

But each element will be judged on its merits and will only proceed if there is a sound business case and it can be financed.

### HOW ARE WE GOING TO FUND IT?

In taking forward our regeneration proposals we will be looking to obtain finance via investments and loans from public and private bodies as well as grants. We will pay back loans with additional income generated from new uses.

Investment by private sector partners may require security in the form of a lease over parts of the Palace. This may involve further public consultation at a later stage.

### HOW LONG WILL IT TAKE?

Given the ambitious and forward-looking proposals in the masterplan, these ideas will take a number of years to achieve. Our intention is to prioritise those projects which will most readily attract investment, improve the performance of the Palace for live events, or realise the biggest community benefits.





# WHAT WILL BE THE ECONOMIC AND WIDER BENEFITS OF THE REGENERATION?

The regeneration and conservation of Alexandra Palace will have a positive impact on the local community and its economy:

- New employment and business opportunities will be created, during restoration and construction work, and in running new facilities such as the Theatre and the Hotel
- enhanced leisure and entertainment facilities will increase economic activity in the area, benefitting not only Alexandra Palace, but also local suppliers, businesses and the local community
- learning and education opportunities will be generated around enhanced heritage and ecological interpretation in the Palace and Park respectively
- there will be additional local benefits from increased tourism
- improved access
- wider range of things to do and experience at your Ally Pally.



© Google Maps



# WHAT WILL HAPPEN NEXT?

When the consultation process finishes at the end of June 2012 we will review all of the feedback we receive.

Your views will be important in shaping the next stage of the masterplanning process over the summer and assigning priorities to the various projects. The conclusions from the consultation process will be fed back later in the year via our website.

Based on the public response to the consultation, we will be able to assess the support and demand for the Trust's ideas. We intend to approach potential partners for the event business and hotel operations later in the year. We will also be in discussion with potential donors, such as the Heritage Lottery Fund, later in the year.

## WHAT WILL BE THE FUTURE ROLE OF THE TRUST?

The Trustees are fully committed to their continuing stewardship role, upholding the need to deliver community benefit and public access as well as caring for the place and running a sustainable operation.



In order to meet its charitable objectives the Trust will remain as landlord of the Park and Palace. We will continue to run parts of the Palace and the Park directly and working with commercial and cultural partners in the events or hotel business where appropriate opportunities arise.





# HAVE YOUR SAY

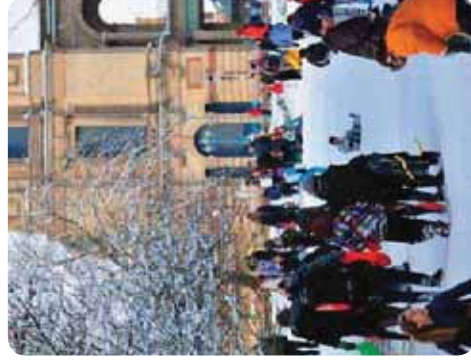
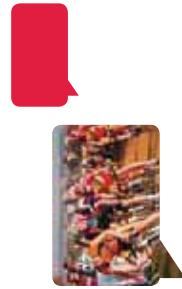
## YOU CAN REGISTER YOUR OPINIONS IN A VARIETY OF WAYS:

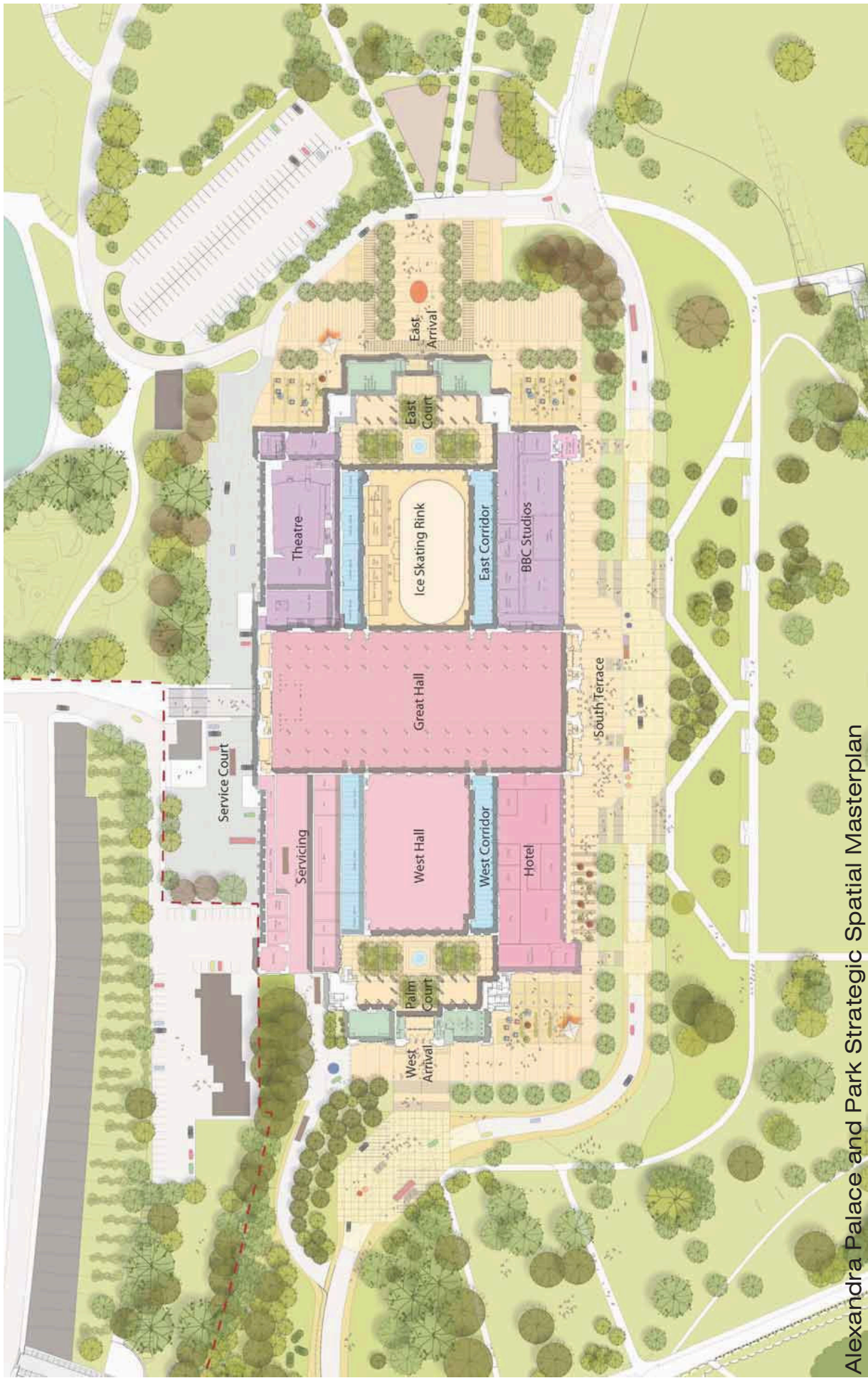
- Fill in the **Freepost survey** available at the Ally Pally exhibition and Haringey Public Libraries
- Feedback online at [alexandrapalace.com/regen](http://alexandrapalace.com/regen)
- Email us at [tomorrowssallypally@alexandrapalace.com](mailto:tomorrowssallypally@alexandrapalace.com)
- Share your thoughts on  or  @yourallypally (#haveyoursay)



## REGISTER YOUR SUPPORT

If you would like to register your support for the Alexandra Palace masterplan or be kept up to date as the project develops please visit us at [alexandrapalace.com/regen](http://alexandrapalace.com/regen) or email us on [tomorrowssallypally@alexandrapalace.com](mailto:tomorrowssallypally@alexandrapalace.com)





Alexandra Palace and Park Strategic Spatial Masterplan

Alexandra  
Palace the  
regeneration.

TOMORROW'S  
ALLY PALLY

ARCHITECTS  
FARRELLS

THEATRE OF FAVOURS  
WSP

CONSERVATION SPECIALISTS  
DONALD INSALL  
ASSOCIATES

BUSINESS CONSULTANTS  
Callers

Share your thoughts on or @yourallypally (#haveyoursay)

ALEXANDRAPALACE.COM/REGEN

This page is intentionally left blank

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

Document is exempt



This page is intentionally left blank

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

Document is exempt

This page is intentionally left blank

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

Document is exempt



This page is intentionally left blank

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

Document is exempt

This page is intentionally left blank