

Joint Informal meeting of the Alexandra Park & Palace Statutory Advisory Committee and the Alexandra Palace and Park Consultative Committee

(Alexandra Park & Palace Advisory Committee established by Statute in 1985)

To: The Members of the Advisory Committee (Statutory) and the Consultative Committee

David McNulty - Head of Local Democracy
and Member Services
5th Floor, River Park House
225 High Road, Wood Green
London, N22 8HQ

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7 January 2013

Dear Member,

The **JOINT INFORMAL MEETING OF THE ALEXANDRA PARK AND PALACE ADVISORY COMMITTEE AND THE ALEXANDRA PALACE AND PARK CONSULTATIVE COMMITTEE** will take place on **TUESDAY, 15TH JANUARY, 2013** commencing at **19:30 hrs** in **THE TRANSMITTER HALL, ALEXANDRA PALACE, PALACE WAY, WOOD GREEN, LONDON N22 7AY** to consider the business set out in the Agenda detailed below.

Yours sincerely

Felicity Parker
Clerk to the Committee

AGENDA

1. APOLOGIES FOR ABSENCE

2. DECLARATIONS OF INTEREST

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.

3. MINUTES AND MATTERS ARISING (PAGES 1 - 28)

- i. To approve the minutes of the informal Joint Statutory Advisory and Consultative Committees held on 16 October 2012.
- ii. To note the minutes of the Advisory Committee held on 16 October 2012.
- iii. To note the minutes of the meeting of the Alexandra Palace and Park Board:
 - 24 July 2012 (approved)
 - 6 November 2012 (draft)

4. PARK ACTIVITIES UPDATE (PAGES 29 - 34)

To receive the report of the Park Manager, Alexandra Palace.

5. FORTHCOMING EVENTS (PAGES 35 - 50)

To receive the report of the Chief Executive, Alexandra Palace and Park.

6. REGENERATION (PAGES 51 - 88)

To receive the report of the Chief Executive, Alexandra Palace and Park.

7. GOVERNANCE

To receive a verbal update on governance.

8. NON-VOTING BOARD MEMBERS FEEDBACK

9. ITEMS RAISED BY INTERESTED GROUPS

10. ANY OTHER BUSINESS OR URGENT BUSINESS

11. DATES OF FUTURE MEETINGS

The dates of future meetings will be confirmed following approval at the Annual Council meeting in May.

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	: Mr J. Athanassiou
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	Ms E. Regan
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

Appointed Members:

Councillor Cooke
Councillor Demirci
Councillor Hare

Councillor Peacock
Councillor Scott
Councillor Stewart
Councillor Williams

Also to:

Chief Executive
Trust's Solicitor
Director of Corporate Resources
Head of Legal Services

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**MINUTES OF THE JOINT INFORMAL MEETING OF THE ALEXANDRA PARK & PALACE
STATUTORY ADVISORY COMMITTEE AND THE ALEXANDRA PALACE AND PARK
CONSULTATIVE COMMITTEE
TUESDAY, 16 OCTOBER 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	: *Mr J. Athanassiou
Palace View Residents Association	: *Ms E. Richardson
The Rookfield Association	: Mr D. Frith
Warner Estate Residents' Association	: Mr D. Liebeck
1 Vacancy	

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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	*Ms E. Regan
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

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TUESDAY, 16 OCTOBER 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)

**MINUTE
NO.**

SUBJECT/DECISION

<p>APSC87.</p>	<p>ELECTION OF CHAIR</p> <p>In the absence of the Chair, Colin Marr, the clerk called for nominations for Chair for this meeting.</p> <p>Denis Heathcote nominated Gordon Hutchinson, which was unanimously seconded by the Committee and it was</p> <p>RESOLVED that Gordon Hutchinson act as Chair of the meeting.</p> <p style="text-align: center;"><u>Gordon Hutchinson in the Chair</u></p>
<p>APSC88.</p>	<p>APOLOGIES FOR ABSENCE</p> <p>Apologies for absence were received from Liz Richardson, Councillor Beacham, Councillor Gorrie, Councillor Dogus, Colin Marr, Prof. R Hudson and Councillor Peacock.</p> <p>Apologies for lateness were received from Councillor Hare.</p>
<p>APSC89.</p>	<p>DECLARATIONS OF INTEREST</p> <p>Councillor Jenks declared a personal interest as he was a member of the Warner Estate Residents' Association.</p> <p>John Thompson declared a personal interest in respect of item 5, as he had been commissioned to carry out some works in support of the Heritage Lottery Fund bid.</p>
<p>APSC90.</p>	<p>MINUTES AND MATTERS ARISING</p> <p>RESOLVED</p> <p>i) To approve the minutes of the Joint Informal meeting of the Alexandra Palace and Park Advisory Committee and the Alexandra Palace and Park Consultative Committee held on 17 July 2012.</p> <p>ii) To note the minutes of the Advisory Committee held on 17 July 2012.</p>

**MINUTES OF THE JOINT INFORMAL MEETING OF THE ALEXANDRA PARK & PALACE STATUTORY ADVISORY COMMITTEE AND THE ALEXANDRA PALACE AND PARK CONSULTATIVE COMMITTEE
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- iii) To note the minutes of the Alexandra Palace and Park Board held on 7 June 2012.

Matters Arising

Red Bull

David Frith asked whether Red Bull had made any approach with regards to holding another event in the Park. Duncan Wilson informed the Committee that there had been no approach made by Red Bull.

Alexandra Palace and Park Board notes

The Committee requested that the draft notes of the APPB be made available within the agenda pack for the Joint Informal meeting of the Statutory Advisory Committee and the Consultative Committee, instead of waiting for an approved set of minutes, as the time between meetings meant that the SAC/CC did not receive up to date minutes. The Clerk advised the Committee that it was not usual practice to publish draft notes within an agenda pack for another Committee before they had been approved. Following a discussion, it was agreed that draft APPB minutes would be published with the SAC/CC agenda pack, with the understanding that these had yet to be approved by the APPB, and could be subject to amendments.

RESOLVED that the draft notes of APPB minutes would be included in future agenda packs for the SAC/CC.

APSC91. PARK ACTIVITIES UPDATE

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

NOTED

Improvements to Cricket Grounds

- Heartlands School had withdrawn from the scheme as due to delays with the scheme, they had since found an alternative solution.
- The Council would still be investing in the scheme, with sports development funding and topped up by s106 funding.
- The planning application was due to be determined imminently, with a mobilisation meeting due to be held in the coming week to discuss the project plan.

Funding for the south-eastern corner of the Park

- The Council had allocated £220k of s106 funding to improve the access around the Campsbourne and New River Village areas. Proposals would be presented to the Alexandra Palace and Park Board (APPB) meeting on 6 November 2012.
- A member of the Committee suggested that this could be a useful opportunity to involve local schools, possibly with planting.

Park entrances – overnight gate closures

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- It was agreed at the APPB meeting on 24 July 2012 that a one-year trial period of gate closure at the Park Avenue North Gate and Muswell Hill pedestrian entrance would begin, subject to advice from the Advisory and Consultative Committees.
- The Committee were in support of the trial, but raised the following points:
 - gates would not stop those who were determined to get into the park
 - visitors to late night concerts at the park were an issue – there needed to be clear signage that these gates would be closed
- Duncan Wilson responded to the issues raised and explained that the gates would act as a deterrent rather than a prevention. He added that there were no concerts due to finish beyond 11pm in November, but that he would ensure that clear signs would be displayed on the park notice boards with details of the closures.

The Actual Workshop – Little Dinosaurs

- The tenant at the Actual Workshop had made a request to adjust a short section of the exterior to expand the internal 'baby area'. This proposal would be presented for approval at the APPB meeting on 6 November 2012.
- Mark Evison agreed to double-check whether planning permission was required for the proposal.

RESOLVED

- i) **To note the imminent commencement of the works at the cricket ground.**
- ii) **To support the proposals for improvement to the south-eastern corner of the Park.**
- iii) **To note the proposal for overnight gate closures.**
- iv) **To note the proposal to adjust a short section of the exterior wall of the Actual Workshop building.**

APSC92. FORTHCOMING EVENTS

RECEIVED the Forthcoming Events report, as set out in the agenda papers and introduced by Duncan Wilson – Chief Executive, Alexandra Palace.

NOTED

- There were a number of highlights for the last quarter – Torch Relay, Holland Heineken House and Sacrilege.
- There was a full programme planned for the forthcoming months.
- The Olympics had seen a number of event spaces created elsewhere in London, and the market was dynamic, which in turn would create more competition for the Palace in the future.
- The 'London Open House' in September proved popular, with 800 visitors to the Transmitter Hall, BBC Studio A and Theatre. Feedback was positive. Duncan Wilson thanked John Thompson and the Friends of the Theatre for facilitating the tours.

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	RESOLVED to note the report.
APSC93.	<p>REGENERATION</p> <p>RECEIVED the Regeneration report as set out in the agenda papers, and introduced by Duncan Wilson – Chief Executive, Alexandra Palace.</p> <p>NOTED:</p> <ul style="list-style-type: none"> • The main purpose of the report was to ask for written endorsement of the HLF bid from the Chairs of the Statutory Advisory Committee and the Consultative Committee. • Slides were shown of the proposed hotel development – Farrells had produced outline designs to show developers what would be possible within the confines of the existing building. • The HLF bid was a clearly defined process, and the £16.5m bid was a challenge. Match-funding of £6.7m would have to be raised, and would require a significant contribution from the Local Authority. HLF would look to the Local Authority to be supportive of the bid. • The scope of the scheme had varied – the focus was on the East Court, the theatre, Studios A & B, and the connecting rooms, but not the Transmitter Hall. • The East Court would be used to tell the story of Alexandra Palace through pictures and models. This would lead to the refurbished studios. It was not intended to create a permanently manned museum, but regular guided tours would be provided. • The appearance of the SE wing façade facing the Park would be improved by removing the unsightly blocking put there by the BBC. • The proposals represent the minimum spend to restore the two areas into a usable, viable space. <p>RESOLVED</p> <p>i) To note the content of the report and to endorse the Trust’s bid to the Heritage Lottery Fund.</p> <p>ii) That the Chairmen of both the Statutory Advisory and Consultative Committees shall write to the HLF in support of the bid.</p>
APSC94.	<p>NON-VOTING BOARD MEMBERS FEEDBACK</p> <p>None.</p>
APSC95.	<p>ITEMS RAISED BY INTERESTED GROUPS</p> <p>None.</p>
APSC96.	<p>ANY OTHER BUSINESS OR URGENT BUSINESS</p> <p>There was no such business.</p>

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APSC97.	DATES OF FUTURE MEETINGS NOTED the date of the next meeting – Tuesday 15 January 2013.
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Gordon Hutchinson

Chair

Signed by the Chair

Date

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TUESDAY, 16 OCTOBER 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
*Mr J. Athanassiou	:	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 J. Jenks	:	Muswell Hill Ward
Councillor P. Gibson	:	Noel Park Ward
Councillor E. Griffith	:	Council Wide appointment
*Councillor Dogus	:	Council Wide appointment

Also in attendance:

Mr Duncan Wilson – Chief Executive – Alexandra Palace
Mr Mark Evison – Park Manager – Alexandra Palace
Miss Felicity Parker – Clerk to the Committee

**MINUTE
NO.**

SUBJECT/DECISION

APSC72.	APOLOGIES FOR ABSENCE Apologies for absence were received from Jimmy Athanassiou, Liz Richardson, Councillor Beacham, Councillor Gorrie and Councillor Dogus.
APSC73.	DECLARATIONS OF INTEREST Councillor Jenks declared a personal interest as he was a member of the Warner Estate Residents' Association.
APSC74.	MINUTES AND MATTERS ARISING RESOLVED i) To approve the minutes of the Alexandra Park and Palace Advisory Committee meeting held on 17 July 2012. ii) To note the minutes of the Joint Informal meeting of the Alexandra Park and

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	<p>Palace Advisory Committee and the Alexandra Palace and Park Consultative Committee meeting held on 17 July 2012.</p> <p>iii) To note the minutes of the Alexandra Palace and Park Board held on 7 June 2012.</p>
APSC75.	<p>PARK ACTIVITIES UPDATE</p> <p>The Committee noted the discussion held during the Joint SAC/CC meeting.</p> <p>RESOLVED</p> <p>i) To note the imminent commencement of the works at the cricket ground.</p> <p>ii) To support the proposals for improvement to the south-eastern corner of the Park.</p> <p>iii) To note the proposal for overnight gate closures.</p> <p>iv) To note the proposal to adjust a short section of the exterior wall of the Actual Workshop building.</p>
APSC76.	<p>FORTHCOMING EVENTS</p> <p>The Committee noted the discussion held during the Joint SAC/CC meeting.</p> <p>RESOLVED to note the report.</p>
APSC77.	<p>REGENERATION</p> <p>The Committee noted the discussion held during the Joint SAC/CC meeting.</p> <p>RESOLVED</p> <p>i) To note the content of the report and to endorse the Trust's bid to the Heritage Lottery Fund.</p> <p>ii) That the Chairmen of both the Statutory Advisory and Consultative Committees shall write to the HLF in support of the bid.</p>
APSC78.	<p>ANY OTHER BUSINESS</p> <p>There was no such business.</p>
APSC79.	<p>DATES OF FUTURE MEETINGS</p> <p>NOTED the date of the next meeting – Tuesday 15 January 2013.</p>

**MINUTES OF THE ALEXANDRA PARK AND PALACE ADVISORY COMMITTEE.
TUESDAY, 16 OCTOBER 2012**

Denis Heathcote

Chair

Signed by the Chair

Date

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**MINUTES OF THE ALEXANDRA PALACE AND PARK BOARD
TUESDAY, 24 JULY 2012**

Councillors Cooke (Chair), Stewart (Vice-Chair), Demirci, Hare, Peacock and Williams

Non-Voting Representatives: V. Paley and C. Marr

Observer:

Also present:

Duncan Wilson – Chief Executive, Alexandra Palace
 Mark Hopson – Head of Regeneration & Development, Alexandra Palace
 Mark Evison – Park Manager, Alexandra Palace
 Nigel Watts - Director of Finance & Resources, Alexandra Palace
 Sue Barnett – Deloittes
 Daniel Griffiths – PPS Group
 Francis Maude – Donald Insall Associates
 Gary Young – Farrells and Partners

MINUTE NO.	SUBJECT/DECISION
APBO222.	<p>APOLOGIES FOR ABSENCE</p> <p>Apologies for absence were received from Councillor Scott, Denis Heathcote and Nigel Willmott.</p> <p>Apologies for lateness were received from Councillor Williams.</p>
APBO223.	<p>URGENT BUSINESS</p> <p>There were no such items.</p>
APBO224.	<p>DECLARATIONS OF INTERESTS</p> <p>Councillors Cooke, Hare and Stewart, declared a personal and prejudicial interest in exempt agenda item 7 - as Directors of Alexandra Palace Trading Limited and advised that they would not take part in the discussion of the item.</p>
APBO225.	<p>QUESTIONS, DEPUTATIONS OR PETITIONS</p> <p>None.</p>
APBO226.	<p>MINUTES</p> <p>RESOLVED</p> <p>i) That the unrestricted minutes of the Alexandra Palace and Park Board</p>

**MINUTES OF THE ALEXANDRA PALACE AND PARK BOARD
TUESDAY, 24 JULY 2012**

	<p>held on 7 June 2012 be approved as a correct record of the proceedings.</p> <p>ii) That the minutes of the Alexandra Park and Palace Advisory Committee held on 22 May 2012 be noted.</p> <p>iii) That the minutes of the informal joint Alexandra Palace and Park Consultative Committee and Alexandra Park and Palace Advisory Committee held on 22 May 2012 be noted.</p> <p>iv) That the minutes of the Alexandra Palace and Park Consultative Committee held on 22 May 2012 be noted.</p>
APBO227.	<p>EXCLUSION OF THE PUBLIC AND PRESS</p> <p>RESOLVED that the press and public be excluded from the meeting for the consideration of agenda item 7 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 the information).</p> <p><i>Clerk's note – the press and public were excluded at 19:40hrs.</i></p>
APBO228.	<p>SUMMARY OF EXEMPT / CONFIDENTIAL PROCEEDINGS</p> <p>APBO229 APPROVAL OF STATUTORY FINAL ACCOUNTS OF APTL 2011/12</p> <p>The recommendations were agreed.</p>
APBO229.	<p>RE - INCLUSION OF THE PRESS AND PUBLIC</p> <p>The Chair invited members of the press and public to re-enter the meeting.</p>
APBO230.	<p>APPROVAL OF 2011/12 APPCT ACCOUNTS</p> <p>Nigel Watts - Director of Finance & Resources, Alexandra Palace & Park - introduced the report as set out. He explained that the reports were not circulated with the original agenda packs as matters had not been finalised by the auditors following the Trading Company Board meeting on 13 July 2012.</p> <p>The draft accounts were included at Appendix 1 of the report, and were subject to some technical adjustments.</p> <p>Sue Barnett – Deloittes – added that there was nothing out of the ordinary to report with regards to the audit.</p> <p>The following responses were provided to questions from the Board:</p> <ul style="list-style-type: none"> • The Gift Aid payment for 2010/11 was lower than 2011/12 because profits had been lower in that financial year. This was in part due to the closure of the ice rink. • A rigorous process was in place to ensure that every trading event was profitable.

**MINUTES OF THE ALEXANDRA PALACE AND PARK BOARD
TUESDAY, 24 JULY 2012**

	<p>The Chair thanked Nigel Watts and Deloittes for attending. He also thanked the team at the Palace.</p> <p>RESOLVED, subject to technical adjustments,</p> <ul style="list-style-type: none"> i) That the Chair be authorised to sign the letter of representations on behalf of the Charity; ii) That the consolidated accounts be prepared on a going concern basis; iii) That the Trustees Report and Consolidated Financial Statements for 2011/12 be approved and the Chair be authorised to sign them on behalf of the Board for submission to the Charities Commission; iv) That the contents of the report provided by Deloitte on the audit of the consolidated financial statements for the year ended 31 March 2012 be noted; v) That Deloitte be re-appointed as auditors to Alexandra Park and Palace Charitable Trust for the financial year 2012/13; and vi) That the results against budget for the two months ended 31 May 2012 be noted.
APBO231.	<p>REPORT OF THE CHIEF EXECUTIVE, ALEXANDRA PALACE</p> <p>Duncan Wilson – Chief Executive, Alexandra Palace – introduced the report as set out.</p> <p>NOTED:</p> <ul style="list-style-type: none"> • The written report provided information on upcoming events at the Palace. Paragraph 7.2 outlined the focus on broadening the range of events. • A strategic risk register would be reported at the next Board meeting, with a bi-annual update. • Duncan Wilson had been tasked with finding non-voting advisors to the Board. Members of the Board should pass any nominations to Duncan. • A discussion had taken place at the Informal Joint Statutory Advisory Committee and Consultative Committee meeting on 17 July 2012 with regards to grit left behind by Red Bull following the event. Discussions had since taken place with Red Bull, who would be removing the grit within the next three weeks. • A review of the London Mayoral Elections count had been held at City Hall. The power cuts at Alexandra Palace had been attributed to a sub-contractor testing the sprinkler system. The Greater London Returning Officer was satisfied that Alexandra Palace had dealt with the problem quickly. <p>The Chair commented that in the current economic situation, it was a good idea to provide a diverse range of events at the Palace.</p>

**MINUTES OF THE ALEXANDRA PALACE AND PARK BOARD
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	<p>RESOLVED</p> <p>That the report be noted.</p>
APBO232.	<p>REVIEW OF REGENERATION CONSULTATION RESULTS AND NEXT STEPS</p> <p>Mark Hopson – Head of Regeneration and Development – introduced the report as set out.</p> <p>He introduced Daniel Griffiths from PPS Group, who outlined the findings from the regeneration consultation.</p> <p>NOTED:</p> <ul style="list-style-type: none"> • There was a broad range of respondents to the surveys – responses were received by the internet, post and over 800 were received through the ‘street teams’. In all, 2100 responses were received. • Nearly half of respondents ranked ‘improving first impressions’ as the most important aspect in the future improvement of the Palace, with ‘upgrading the entrances to the palace’ as the second most important. • The top priorities were listed as ‘upgrading the main halls’ and ‘opening up the theatre’. • There was a good mix of ages within the respondents, and BME respondents made up 25% of the replies. • A postcode analysis had been carried out, with majority of responses received from N22, N10 and N8. • 268 forms were received after the end of the consultation – the findings mirrored those of the original analysis. • Building a hotel in the Palace was the most contentious of all suggestions, with around 70 comments made generally opposed to the proposal, but a small majority were in favour. <p>The Chair commented that the concerns over whether the whole borough was reached were validated by the postcode analysis of respondents. He added however, that a significant amount of work had taken place to ensure that residents in the east of the borough had been reached as part of the consultation exercise.</p> <p>The following responses were provided to questions from the Board:</p> <ul style="list-style-type: none"> • The consultation deliberately left out any questions about the Park, as a major refurbishment had been carried out in 2007. The regeneration of the Palace was a bigger challenge. • In response to whether an analysis against each postcode could be carried out, as certain roads could have different issues to others – for example, responses from N10 may be different to responses from N15 - Mark Hopson explained that although this analysis could be carried out, not all respondents left their postcodes so the breakdown may not represent all respondents in a particular postcode. <p>Mark Hopson then referred the Board to the URS report at Appendix 2. URS were commissioned to provide advice and specialist input to the consultation on the spatial masterplan. As part of this input, a set of focused discussion groups were held with targeted groups of young people, older people, disabled people</p>

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	<p>and people from diverse ethnic backgrounds.</p> <p>Councillor Peacock commented that she had not been approached for contact details of people in her pensioners group, which had over 400 members. Mark Hopson explained that URS had approached groups via the 800 voluntary organisations in the borough and that this information was provided by the Council's diversity department. Duncan Wilson added that as responses to the consultation were still be collected, he would attend a meeting and asked Councillor Peacock to provide him with details.</p> <p>RESOLVED</p> <p>i) That the results of the public consultation outlined in the report and the independent reports at Appendix 2 and 3 be noted.</p> <p>ii) That the next steps as outlined in section 8 of the report be approved.</p>
APBO233.	<p>PARKS UPDATE</p> <p>Mark Evison – Park Manager – introduced the report as set out.</p> <p>NOTED:</p> <ul style="list-style-type: none"> • Alexandra Park had achieved Green Flag and Green Heritage site status for the fifth year running. <p><u>Closure of gates</u></p> <ul style="list-style-type: none"> • Due to incidents of ASB, it was proposed to have a trial period where the Park Avenue North gate and Muswell Hill pedestrian entrance would be closed at night. The trial period would need to be for a year, as different seasons would produce different results. <p><u>Cricket club and grounds improvement project</u></p> <ul style="list-style-type: none"> • Colin Marr reported that the joint SAC/CC meeting a week earlier had welcomed the new proposal that the irrigation tank should be buried and the Board should be encouraged to accept this recommendation, which would be consistent with its duties of responsibility for the Conservation Area. <p>RESOLVED</p> <p>i) That the outcome of the Green Flag Award application be welcomed.</p> <p>ii) That, following the consideration of the proposal to begin overnight closures of two Park entrances, a trial period of one year be agreed, with reports of findings made to the Alexandra Palace and Park Board.</p> <p>iii) That the proposal to bury the irrigation tank at the cricket ground be agreed.</p>
APBO234.	<p>REGENERATION UPDATE</p> <p>Duncan Wilson – Chief Executive, Alexandra Palace - introduced the report as</p>

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set out.

NOTED:

- The key recommendation of the Gateway Review was detailed at paragraph 6.4 of the report. The draft copy of the report was attached as a restricted appendix, and could be discussed during the exempt proceedings of the meeting.
- Thoughts were being given as to the 'next steps' and a separate meeting would be arranged for the Board to discuss options in further detail.
- The HLF bid would be made in November, following the Alexandra Palace and Park Board meeting on 6 November.

The following responses were provided to questions from the Board:

- Funding was available for current year to cover the costs of advice to get through to the next stage of the HLF bids.
- The report could not currently be made public, as it contained commercially sensitive information.

Conservation Management Plan

Duncan Wilson introduced Francis Maude – Donald Insall Associates – who provided an update on the key changes to the Conservation Management Plan. Copies of the presentation are available from the Clerk on request.

NOTED:

- Consultation feedback had been received from a number of sources:
 - English Heritage
 - Alexandra Palace Television Group
 - Friends of the Alexandra Palace Theatre
 - London Borough of Haringey
 - Key individuals who worked on the post 1980 fire restoration
 - Individual comments expressed as part of the recent public consultation exercise
- Additional information was received from:
 - Farrells
 - Fourth Street
 - Bonner Keenlyside
 - Friends of the Theatre
 - WSP Group
- The changes to the CMP were detailed as follows:
 - Buildings
 - Minor revisions to chronology
 - Additional text added, particularly in relation to the use of part of the building by the BBC
 - Assessment of significance
 - Increased emphasis on the importance of the Palace to local residents
 - Increased reference to the importance of the BBC studios
 - Conservation plan policies
 - Increased detail arising from a better understanding of what can be achieved, and omission of unfeasible options
 - Implementation
 - Increased detail in relation to the Theatre

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- Addition of a note on funding
 - Gazetteer
- Minor corrections and additional detail about the 1980s restoration
- General revisions to the theatre section
- Plate list and Plates
- Revised for the post fire rebuild images due to copyright clearance issues

The Chair thanked Francis Maude for attending.

Duncan Wilson introduced Gary Young – Farrells – who provided an update on the spatial masterplan following the public consultation. Copies of the presentation are available from the Clerk on request.

NOTED:

- Generally, respondents were pleased to see that regeneration was being considered.
- High priority projects were identified as:
 - Theatre
 - East approach
 - South terrace
 - Great Hall
 - Palm Court
- The East/West corridors were considered as low priority, however this could be due to a lack of information / understanding as to why this would be a benefit to visitors at the Palace.
- It was important to improve first impressions on arrival at the Palace and work would take place to make it easier to move around the outside of the Palace.

At this point in the meeting, the Chair proposed that, as the time was approaching 22.00hrs, Standing Orders be suspended to enable the conversation to continue. Members of the Board agreed to the proposal and it was

RESOLVED that Standing Orders be suspended to enable the meeting to continue past 22.00hrs.

A discussion took place and the following was noted:

- Regeneration would provide new uses for areas within the Palace.
- Addressing the approach to the building could help in regards to the success of the HLF bid.
- The hotel was given a low priority following the consultation – this was likely to be due to a lack of understanding by people taking part in the consultation of its supporting role for other proposed uses, and the degree of public access to the hotel itself.
- The next stage would be to test the market and discuss how to progress the masterplan.

RESOLVED

- i) **That the recommendations of the Regeneration Gateway review report be noted;**

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	<p>ii) That the key changes to the Conservation Management Plan be noted and the document be formally adopted as the Palace's conservation manual;</p> <p>iii) That the updates made to the regeneration business plan be noted and the document be formally adopted;</p> <p>iv) That the proposed changes to the strategic spatial masterplan document as a result of the consultation feedback and regeneration be approved; and</p> <p>v) That the regeneration programme be progressed to the next stage of work, which would include the submission of a formal HLF bid following the Alexandra Palace and Park Board on 6 November 2012 and preparation of a prospectus for engagement with the market.</p>
APBO235.	<p>ANY OTHER UNRESTRICTED BUSINESS THE CHAIR CONSIDERS TO BE URGENT There was no such business.</p>
APBO236.	<p>FUTURE MEETINGS</p> <p>NOTED:</p> <p>Tuesday 6 November 2012 Thursday 7 February 2013</p>
APBO237.	<p>EXCLUSION OF THE PUBLIC AND PRESS</p> <p>RESOLVED that the press and public be excluded from the meeting for the consideration of agenda items 17 – 20 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 the information).</p>
APBO238.	<p>SUMMARY OF EXEMPT / CONFIDENTIAL PROCEEDINGS</p> <p>APBO 240 REGENERATION UPDATE</p> <p>The recommendations were agreed.</p> <p>APBO 241 REGENERATION MASTERPLAN - WAIVER AND AWARD OF CONTRACT</p> <p>The recommendations were agreed.</p> <p>APBO 242 EXEMPT MINUTES</p> <p>The exempt minutes of the meeting held on 7 June 2012 were confirmed as a correct record of proceedings.</p>

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	<p>APBO 243 ANY OTHER EXEMPT BUSINESS THE CHAIR CONSIDERS TO BE URGENT</p> <p>There was no such business.</p>
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COUNCILLOR MATT COOKE

Chair

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**MINUTES OF THE ALEXANDRA PALACE AND PARK BOARD
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Councillors Cooke (Chair), Stewart (Vice-Chair), Demirci, Hare, Peacock, Scott, Williams, Paley, Willmott and Marr

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

Also present:

Duncan Wilson – Chief Executive, Alexandra Palace
Nigel Watts – Director of Finance & Resources, Alexandra Palace
Mark Evison – Parks Manager, Alexandra Palace

Julie Parker – Director of Resources & Chief Finance Officer, LBH
Raymond Prince – Assistant Head of Litigation & Corporate, LBH
Clifford Hart – Democratic Services Manager, LBH
Felicity Parker – Clerk, LBH

Robert Oakley – LLP Partner, Bates Wells and Braithwaite

**MINUTE
NO.**

SUBJECT/DECISION

APBO244.	<p>APOLOGIES FOR ABSENCE</p> <p>In the absence of the Chair, Councillor Stewart (Vice-Chair) opened the meeting.</p> <p><u>Councillor Stewart in the Chair</u></p> <p>Apologies for absence were received from Denis Heathcote.</p> <p>Apologies for lateness were received from Councillor Cooke, Councillor Scott and Val Paley.</p>
APBO245.	<p>URGENT BUSINESS</p> <p>There was no urgent business to discuss.</p>
APBO246.	<p>DECLARATIONS OF INTERESTS</p> <p>There were no declarations of interest.</p>
APBO247.	<p>QUESTIONS, DEPUTATIONS OR PETITIONS</p> <p>None.</p>
APBO248.	<p>MINUTES</p> <p>RESOLVED</p> <p>i) That the unrestricted minutes of the Alexandra Palace and Park</p>

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	<p>Board held on 24 July 2012 be approved as a correct record.</p> <p>ii) That the minutes of the Alexandra Park and Palace Advisory Committee held on 17 July 2012 be noted.</p> <p>iii) That the minutes of the informal joint Alexandra Palace and Park Consultative Committee and Alexandra Park and Palace Advisory Committee held on 17 July 2012 be noted.</p> <p>iv) That, following agreement by the Chair of the Alexandra Palace and Park Board and Committee Members, draft minutes of the APPB would be presented at future meetings of the informal joint Alexandra Palace and Park Consultative Committee and Alexandra Park and Palace Advisory Committee, as discussed at the 17 July 2012 SAC/CC meeting.</p>
<p>APBO249.</p>	<p>REPORT OF THE CHIEF EXECUTIVE</p> <p>Duncan Wilson – Chief Executive – introduced the report as set out.</p> <p>NOTED</p> <p><u>Events</u></p> <ul style="list-style-type: none"> • There had been a number of different events over the summer months, and a full programme planned for the forthcoming months. • It had been a stretch for the Palace to facilitate these events but it had been worthwhile, given the popularity of such events and the publicity for the Palace. • The strategy was to cover as many events as possible, and the Palace was cautiously optimistic that the current volume of events could be managed. However, a couple of previous events had been lost from the programme – the International Make-up show organisers had decided that the venue was too inaccessible, as it had snowed at the last event and there had been issues with the Council with regards to gritting the roads. <p><i>Clerks note – Councillor Cooke arrived at this point in the proceedings.</i></p> <p style="text-align: center;"><u>Councillor Cooke in the Chair</u></p> <p><u>Red Bull</u></p> <ul style="list-style-type: none"> • At the SAC/CC meeting on 16 October 2012, there had been no approach by Red Bull to hold another event in the Park. However, following the meeting, Red Bull had made an approach to the Palace to hold a ‘soap-box derby’. Further information had been requested, and Duncan Wilson would consult with the SAC and CC Members via their respective Chairs when this information was available. <p><u>Governance</u></p> <ul style="list-style-type: none"> • Following previous discussions on the inclusion of ‘expert advisors’ to the Board, the paper proposed that a small sub-group of the Board be appointed to short-list candidates to recommend to the Board. • The list of potential candidates would be available in January.

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	<p>The Chair asked for nominations / volunteers for the sub-group, as follows: Councillor Cooke (Chair), Councillor Stewart, Councillor Scott and Colin Marr (in a non-voting capacity).</p> <p>The Chair MOVED and it was</p> <p>RESOLVED</p> <p>i) That the report be noted; and</p> <p>ii) That a sub group be formed to consider candidates before recommending candidates to the main Board. The sub committee membership shall be Councillor Cooke, Councillor Stewart, Councillor Scott and Colin Marr (in a non-voting capacity).</p>
<p>APBO250.</p>	<p>REPORT OF THE FINANCE AND RESOURCES DIRECTOR</p> <p>Nigel Watts – Director of Finance and Resources, Alexandra Palace – introduced the report as set out.</p> <p>NOTED</p> <ul style="list-style-type: none"> • The accounts to date showed an overspend of £25k – this was due to a ‘deep clean’ before Holland Heineken House and the cost of re-seeding the grass following the Red Bull event. The cleaning cost would be recovered from the Trading Company by way of a Gift Aid repayment, and Red Bull had covered the cost of reinstatement. • Regeneration spend was £8k below budget, but this was due to timing as opposed to actual spends – it was not anticipated that there would be an underspend on the regeneration project. • Although there was an overspend on the security budget, the security contract was included as part of the larger contract with Europa. Once each element of the contract was taken into account, it was likely that at year end the position would balance out. <p>The Chair MOVED and it was</p> <p>RESOLVED</p> <p>i) That the financial results for the 5 months ended 31 August 2012 be noted; and</p> <p>ii) That the update from the APTL Finance Resources & Audit Committee be noted.</p>
<p>APBO251.</p>	<p>REPORT OF THE PARK MANAGER</p> <p>Mark Evison – Park Manager, Alexandra Palace – introduced the report as set out.</p>

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NOTED

- The Park had been successful in a number of awards – Green Flag award, Green Heritage award, and a silver-gilt award in the large park category of the London in Bloom competition.
- Funding from Red Bull had been used for repairs and maintenance of the street lighting on the South Front, replacement of street lighting in The Grove (due to be completed before Christmas) and tree works to improve the views of London from the terrace (also due to be completed before Christmas).
- The trial period for the overnight gates closure was due to commence in the new year – once a new gate had been manufactured and installed.
- £220k section 106 funding had been provided to improve the access around the Campsbourne Estate and New River Village. Further details would be available once a project manager had been appointed.
- The works at the Cricket Club would commence on 12 November 2012.

Local Nature Reserves

- Council officers were now ready to declare a number of sites as Local Nature Reserves. The LNR declaration would not bring new restrictions to the Park beyond those that already exist. There would be no effect in terms of impact on events in the Park.

The Chair MOVED and it was

RESOLVED

- i) That the contents of the report be noted; and**
- ii) That the advice of the Statutory Advisory, and Joint Informal Advisory & Consultative Committees be noted and the proposal for the Officers to conclude the Local Nature Reserve Declaration be approved.**

APBO252. REGENERATION REPORT

Duncan Wilson – Chief Executive, Alexandra Palace – introduced the report as set out.

NOTED

- The report summarised the outcome of the public consultation.
- The Heritage Lottery Fund bid would be submitted on 30 November, and a decision was expected in April 2013.
- The masterplan for the theatre, BBC Studios and East Court had been completed to RIBA stage B, which was required for the HLF bid, and further work by Farrells in 2013 would provide an idea of the level of investment required elsewhere in the Palace.
- The HLF bid was for a total of £16.8m – around 70% of the total cost, the remainder of which would be raised via match-funding.
- Potential designs for a hotel were shown, and it anticipated that these would be more likely to attract investors if the HLF bid was successful.

BBC Studios

- The funding would enable the restoration of the theatre, the East Court

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entrance and BBC Studios A & B.

- The scheme allowed for the unblocking of all external archways and the provision of a studio exhibition using technical models. The BBC had offered use of their archives.
- It was still to be decided whether an entrance fee would be charged to access the studios. The use of the BBC archives was only for non-profit projects, however Duncan Wilson would investigate whether this included or excluded any contributions asked for to cover the running costs of the studios.

Theatre

- A key point of the theatre refurbishment was to retain the character of the existing theatre, and also to allow for the space to be used flexibly. The space was not commercially viable just as a theatre.
- The theatre floor would be flattened, to allow for the space to be used for conferences, banquets and other receptions. There would be no fixed seating, to allow for these different set ups. The possibility of an adaptable floor had been explored but the cost was too high to consider this option. Adaptations could always be made in the future, and the Roundhouse in Camden was a good example of where this has happened.
- The balcony would be structurally repaired, and would have fixed seating.
- There had been approaches made by Complicite, the Royal Shakespeare Company and Cirque du Soleil with regards to using the theatre space.
- The English National Opera had also expressed an interest in running a project in the Great Hall.
- In response to whether there would be any governance issues in running the space, Duncan Wilson explained that it was likely to be run by the Trading Company as usual for events elsewhere in the Palace but in the event that a longer licensee for a particular operator or promotor was requested, Charity Commission approval might be required.

East Court

- Due to its size, the East Court was an expensive area to redevelop.
- The East Court would be used to tell the story of Alexandra Palace through pictures and models. This would be the starting point for a visit and lead to the refurbished studios and provide views (through glazing) into the theatre entrance.
- The appearance of the SE wing façade facing the park would be improved by removing the unsightly blocking put there by the BBC.

Clerk's note – Councillor Scott and Val Paley arrived during the presentation.

The Chair commented that the proposals put forward had moved on significantly since the last Board meeting

The Chair MOVED and it was

RESOLVED

- That the contents of the report be noted;**
- That the proposal for a Major Grant bid to the Heritage Lottery Fund be approved; and**

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	<p>iii) That the Chief Executive be authorised to sign the relevant documentation subject to the Chairman's approval on behalf of the Board.</p>
APBO253.	<p>ANY OTHER UNRESTRICTED BUSINESS THE CHAIR CONSIDERS TO BE URGENT There was no such business.</p>
APBO254.	<p>FUTURE MEETINGS NOTED the date of the next meeting – Thursday 7 February 2013.</p>
APBO255.	<p>EXCLUSION OF THE PUBLIC AND PRESS RESOLVED that the press and public be excluded from the meeting for the consideration of agenda items 13-20 as they contain exempt information as defined in Section 100a of the Local Government Act 1972; Paragraph 2 – Information which is likely to reveal the identity of an individual, Paragraph 3 – Information relating to the business or financial affairs of any particular person (including the Authority holding that information) and Paragraph 5 – Information in respect of which a claim to legal professional privilege could be maintained in legal proceedings.</p> <p>SUMMARY OF EXEMPT ITEMS</p> <p>APBO256 MINUTES RESOLVED that the restricted minutes of the Alexandra Palace and Park Board held on 24 July 2012 be approved as a correct record.</p> <p>APBO257 CONTRACT APPROVALS The recommendations were agreed.</p> <p>APBO258 PROPERTY MATTERS – PARK LEASE POLICY AND SUMMARY The recommendations were agreed.</p> <p>APBO259 TRUST AND TRADING COMPANY THREE YEAR BUSINESS PLAN The recommendations were agreed.</p> <p>APBO260 TRADING COMPANY MANAGEMENT ACCOUNTS The recommendations were agreed.</p> <p>APBO261 STAFF MATTERS The recommendations were agreed.</p>

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	<p>APBO262 OUTSTANDING LEGAL MATTERS</p> <p>The recommendations were agreed.</p> <p>APBO263 ANY OTHER EXEMPT BUSINESS THE CHAIR CONSIDERS TO BE URGENT</p> <p>There was no such business.</p>
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COUNCILLOR MATT COOKE

Chair

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Agenda item:

**Alexandra Park & Palace Informal Joint Meeting of the
Advisory Committee and Consultative Committee**

on 15th January 2013

Report Title: **150th Anniversary of Alexandra Park**

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

1. Purpose

1.1 To inform the Committee of the proposals for celebrating the Park's 150th Anniversary and a provisional programme of Park events for 2013.

2. Recommendations

2.1 That the Committee notes the report.

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

Contact Officer: **Mark Evison, Park Manager, Alexandra Palace & Park,
Alexandra Palace Way, Wood Green N22 7AY Tel No. 020 8365 2121**

3. Executive Summary

3.1 This paper sets out some general updates regarding the Park.

3.2 Also explained are details of the event proposed to celebrate the Park's 150th Anniversary, the programme of events proposed for the year and a legacy project to improve the Rose Garden.

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. The People's Choice Award

6.1 As a winner of a Green Flag in 2012 the Park was eligible for the People's Choice Award, this award is voted for by the public. I am delighted to report that Alexandra Park was voted fourth in the poll (which was topped by Victoria Park, Tower Hamlets). Alexandra Park was the second placed London Park. The top five parks have appeared in an articles in Green Places magazine which is published by GreenSpace, the nation's parks charity. The Park now also appears in a feature article on the Green Flag Award website.

7. Proposed Red Bull Event 2013

7.1 The Committee will be familiar with the details of the Red Bull event proposed next summer. The Board is due to make a decision about this early in the New Year, taking into account the advisory and consultative committee's advice.

7.2 A meeting between the organisers from Red Bull and the Friends of the Park will take place in the New Year to discuss the detailed arrangements.

8. 150th Anniversary of Alexandra Park

8.1 The public opening of the grounds was held on 23rd – 24th July 1863 and the Park's 150th anniversary will be celebrated with a series of activities and events during the year.

8.2 We are planning to hold 'big birthday party' in July. This will be similar to the Jubilee picnic event held in 2012, a one-day event aimed at families. A number of activities and exhibitions will be taking place to showcase the whole Park and encourage visitors to explore areas they may not usually visit. A Park Passport is being considered for the day, visitors will get stamps each time they take part in an activity and a special offer will be available for completed passports.

8.3 Although the details are not finalised at the time of writing, some of the ideas under consideration are:

Archery, cricket matches, guided walks (trees, history, birds), community games, Segway rides, tree climbing, tethered balloon rides, family funfair and nature activities.

8.4 Appropriate food and beverage outlets will be required in the Park to provide some income for the event.

8.5 2013 is also the tenth anniversary of the Alexandra Palace Farmers' Market and the 125th Anniversary of the Alexandra Park Club and the two organisations will be also be celebrating their own milestones.

9. Events and Activities throughout the year

9.1 The basic timetable for the year is set out in Appendix 1. There is a very limited budget for putting on events, so the 150th anniversary theme will be applied to existing, self-financing events.

9.2 Other activities will be supported by a marketing campaign without significant additional costs. This will be designed to draw attention to the existing activities and facilities at the Park and encourage repeat visitors.

9.3 Discussions are taking place regarding two new events which fit with the Park theme. These are the regional final of the 'Young Horticulturalist of the Year' competition in March and the London in Bloom award ceremony in September.

10. 150th Anniversary legacy project

10.1 A 'legacy project' is planned as part of the celebrations. The fountain and some of the shrubberies in the Rose Garden will be refurbished.

10.2 It is hoped that designs for sections of the Rose Garden shrubbery will be created by Horticultural students from Capel Manor College and the work will be carried out in spring 2013. The brief will be for appropriately colourful and sensory plants and sections of the hedge will be reduced or removed to provide new view to and from the garden. This is intended to form the start of a new partnership with Capel Manor College.

11. Conclusion

11.1 The proposals are intended to provide year-round activity based on the 150th anniversary theme within a restricted budget. It is hoped that this will encourage existing and new visitors to discover new aspects of the Park and Palace.

12. Recommendations

12.1 That the Committee notes the report.

13. Legal Implications

13.1 The Council's Head of Legal Services has no comments on the report.

14. Financial Implications

14.1 The activities and events will be funded from existing budgets.

14.2 The Council's Chief Financial Officer has no additional comments on the report.

15. Use of Appendices/Tables/Photograph

15.1 Appendix 1: Timetable of events and activity for 2013.

Appendix 1: Timetable of events and activity for 2013

Month	Activity	Organiser	Target Audience
January	New Year, new leaf - Get fit in the fresh air. Marketing campaign	AP Marketing	Adults/Teens
	Big Garden bird watch (RSPB)	Friends of Alexandra Park (FoAP)	Families
February	Half Term Activities	Ice Rink	Adults/Teens
March	Royal Institute of Horticulture (IoH) 'Young Horticulturalist of the year' Regional Final (Proposed)	IoH	IoH members and industry
	Cheese & Ale Fair (Proposed)	Farmers' market	Children & Adults
	Children's Funfair 28/3 – 7/4	Manning's	Families
	The Big Old Tree Hunt/Guided tree walk	FoAP	Adults & Children
April	Easter Egg Hunt	Ice Rink Staff	Children
	Expert and Beginner tree walks	FoAP	Families/local community
	Alexandra Park Amateur Photography Competition (Proposed)	AP	Children & Adults
	Spring fungi walk	FoAP/LNHS	
May	Children's fun fair 4/5 - 6/5	Manning's	families
	FoAP – Bat walks x2	FoAP	
	Crouch End fun run	Hornsey YMCA	Adults
	Children's fun fair 24/5 – 2/6	Manning's	
	Lakeside Art Exhibition	Re:kindle	Families
	Wildflower Meadow sowing (proposed)	AP	Adults & Children
June	Hornsey Carnival	Hornsey Carnival Society	Local community/families
	History Walk	FoAP	Local
	The longest Parkrun on the longest day	Parkrun	Adults
July	Alexandra Park's Big Birthday Party	Alexandra Palace	Families
	Red Bull event (Proposed)	Red Bull	Families
	Family bug hunt & nature activities	Wildlife Trust/Natural History Museum	Families
	Green Flag Award & Green Heritage Award Love Parks week publicity	AP Marketing	Press
July-August	Children's Funfair 19/7 – 8/9	Manning's	Families
	Performing Arts In the Park/ Theatre project (Proposed)	AP	Families
	July Jazz Nights	Bar & Kitchen	Adults & Children

September	Cheese & Ale Fair (Proposed)	Farmers' Market	Adults
	London in Bloom Award Ceremony (Proposed)	London in Bloom	London's Parks Services and Mayors.
October	Annual Fungi foray	London Natural History Society	Local community/experts
	Supercross cycling event	Rapha supercross	Families
December	Christmas Fair & Farmers' Market	AP/Farmers' Market	Adults
	Christmas Carols & Mulled Wine in the Park (Proposed)	AP	Adults & Children

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Agenda item:

**Informal Joint Meeting of the Alexandra Park & Palace Statutory
Advisory Committee and Consultative Committee**

On 15th January 2013

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

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

1. Purpose

- 1.1 To advise on recent events in the Palace and Park and advise on the draft programme for the next six months
- 1.2 To seek comments on the attached draft strategy for outdoor events in the Park, to provide a more secure basis for decision-making on individual events

2. Recommendations

- 2.1 That the events report is noted
- 2.2 That the outdoor events strategy is endorsed for Board discussion and approval subject to comments as deemed appropriate

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 events programme for the next six months is a full one. Although we will not match the level of activity in 2012, we should sustain underlying growth. However a number of bookings are still provisional and their confirmation would substantially strengthen the calendar.
- 3.2 The draft outdoor events strategy is a framework against which we can develop a detailed set of policies for the consideration and assessment of event proposals. This will allow us to develop an events programme proactively rather than just respond to ad hoc proposals. Events attracting an audience of more than 10,000 per day will still come to the SAC/CC for advice and to the Board for prior approval, although their consideration should be made simpler by having a set of criteria against which to evaluate them.

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

- 4.1 N/A

5. Local Government (Access to Information) Act 1985

- 5.1 N/A

6. Background

7. The events programme for the next six months is tabulated at Appendix 9.1 below.
8. The draft outdoor events strategy is attached at Appendix 9.2

9. Use of Appendices

- 9.1 Summary of forthcoming events January to June 2013
- 9.2 Draft framework for an outdoor events strategy

9 Appendices

9.1 Confirmed public events and first provisional options from January - June 2013.

EVENT	DATE	AREA
Live Event – Masters Snooker	12 - 21 Jan 2013	WH/LR
Model Engineering	17 - 20 Jan 2013	GH/PS
Excursions	25 – 26 Jan 2013	WH/PR/PS/LR
Kids charity lunch/skate	27- Jan 2013	Indoor Beer Garden
Barclays Conference	05 - 07 Feb 2013	WH/PR/PS
Antiques & Collectors Fayre	9 – 10 Feb 2013	GH
Organ Concert	19 – Feb 2013	GH
RYA	27 Feb – 3 Mar 2013	All Areas
Medical Expo	06 - 08 Mar 2013	GH/WH/PR/PC/PS
Railway Modelling	21 - 24 Mar 2013	GH/WH/PS/LR
Funfair	24 Mar – 9 Apr 2013	Pavilion Car park
Wedding	06 – Apr 2013	Palace Suite
Wedding	07 – Apr 2013	PR
O/S Wedding	07 – Apr 2013	West Hall
In Wedding Show	13 – 14 Apr 2013	PR
Live Music Event – Two Door Cinema Club	24 – 27 Apr 2013	All Areas
Live Music Event (Provisional)	27 – 28 Apr 2013	All Areas
Funfair	01 – 07 May 2013	Pavilion Car park
Live Music Event (Provisional)	03 – 06 May 2013	All Areas
Guinness Conference	09 – May 2013	Panorama Room
Antique & Collectors Fayre	11 – 12 May 2013	GH
Funfair	19 May – 14 Jun 2013	Pavilion Car park
Mums Show Live	15 – 19 May 2013	WH/PR/LR/PC Suites
O/S Wedding	02 – Jun 2013	PR
ACCA	03 - 12 Jun 2013	Great Hall
Live Music Event (Provisional)	04 – 07 Jun 2013	All Areas

Wedding	16 – Jun 2013	West Hall
Haringey Boxing (Provisional)	20 – 23 Jun 2013	West Hall
Cyprus Wine Festival (Provisional)	28 – 30 Jun 2013	Great Hall

9.2 Draft framework for and Outdoor Event Strategy, Alexandra Park

1. Alexandra Park

Alexandra Park covers 196 acres (79 hectares) on a south facing slope, surrounding Alexandra Palace. In 2013 it will be celebrating its 150th year. The Park has seen various developments, changes and improvements since opening in 1863. It has been used for a huge range of facilities and activities throughout its history, including a banqueting hall, a race course, a bandstand and a dry ski slope. Today it includes a boating lake, cricket and football pitches, a garden centre and allotments, and various ancillary enterprises. Numerous publications including the Alexandra Park Conservation & Management Plan contain a more detailed history of the Park.

The management of the Park is the responsibility of the Alexandra Park and Palace Charitable Trust (APPCT), on behalf of the London Borough of Haringey

2. APPCT Mission

“To uphold, maintain and repair the Palace and to maintain the Park and Palace as a place of public resort and recreation and for other public purposes.” Alexandra Park and Palace Act 1985

3. Vision

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

4. 2004 HLF Management Plan Framework Alexandra Palace Park

“The management of the Alexandra Palace Park is an extremely delicate balance between competing and often conflicting interests. Conservation and presentation of this important, designed landscape will go hand in hand with its continued use and enjoyment, by an increasing range of visitors, which have their own specific needs, interests and requirements. Every aspect of the Park must be fully understood and managed correctly to ensure that maintenance is in accordance with the strategy. In order to achieve this with the resources available it will be necessary to adopt a pragmatic and sustainable approach”

5. Scope of strategy

- This strategy provides a framework to uphold the principles of the 1985 Act and “ensure the opportunity for public resort, recreation and other public purposes” is enhanced within the Park.
- The strategy will outline why we are holding events in the Park, guidance on how we select them, and the approach taken to managing them.

- The strategy will also provide appropriate guidance for responding to commercial approaches in the light of the need for all activity in the Park to be well managed balancing the need of its various users and constituencies.

6. Context

In its 150th year Alexandra Park will once again host a number and wide variety of events and cultural activities. The program of events has been evolving over time and current activities include; funfair, circuses, fun runs, charity bike rides, team building days and private events. Until 2009 the Park also hosted the annual fireworks display, a free event which attracted in excess of 50,000 people.

In May 2012 the Park hosted The Red Bull Empire of Dirt a BMX event which saw 36 riders from all over the world come to compete across two days with the dramatic back drop of Alexandra Palace. 20,000 people watched this spectacular event which resulted in extensive media coverage and commercial gain for APPCT. Through the success of Red Bull the Park has now become of interest to other commercial operators, however it is acknowledged that there were legacy issues from which we have learned lessons about planning and management of future outdoor events.

7. Issues for the new strategy

- Managing increased commercial interest following Red Bull event in parallel with all other commitments
- Local residents' concerns; impact on the Park, access, impact on the surrounding area, noise nuisance
- Ensuring the profit and profile generated is proportionate to the resource attributed i.e. staff resource, impact on the environment etc
- Aligning events program in the Park with the events program in the Palace
- The impact of weather on events and the condition of the Park
- Evaluating events in the Park as we would events in the Palace
- Benchmarking against best practice in other Parks and open spaces nationwide
- Ensuring (for this year) that the strategy supports the celebration of 150 years of Alexandra Park

8. What we are trying to achieve

- Ensuring that the Park Management Plan is at the heart of everything we do whilst increasing the number of cultural, community and commercial events held in the Park
- Developing a detailed framework for managing, monitoring and evaluating increased events and in turn increased use of the park for cultural, community and educational activity

- Income from the Park set at a target of 40% of Parks budget of c £500k: 20% from tenancies and 20% from events
- Being proactive in attracting reputable event organisers who are aligned with the vision & mission of Alexandra Park & Palace
- Strengthen our communication channels to users of the Park ensuring they are kept informed about all public events happening in the park

9. Which events get prioritised?

- Events which deliver significant commercial benefit;
- Events which also demonstrate enhanced community benefit ie low ticket price point or free entry will be viewed most favourably
- Events with a high profile which generate increased interest and have a wide appeal
- Events which are environmentally sustainable and the impact of which on the Park, neighbours, park users and events taking place in the Palace is manageable
- Events which demonstrate educational and community benefit and attract new users to the park
- Events which offer the prospect of building a productive long term relationship with the promoter
- Events which build on the heritage of the Park and Palace

10. Achieving our objectives

10.1 There are a number of detailed practical steps which need to be taken for events to take place in the Park. Detailed guidance on organizing events in the Park will be prepared once the strategic approach has been agreed. It will follow the guidance which is due to be published by the Health and Safety Executive in January 2013 in the revised Health & Safety Guide 195: A guide to health, safety & welfare at music and similar events (known as the Purple Guide) We have highlighted below areas of particular significance:

10.2 Environmental impact - All organizers will be required to submit with their application with an ecological/environmental impact assessment clearly stating program of reinstatement works and mitigation of impact. The assessment will be reviewed by the Parks Manager and reinstatement as found within an agreed time frame will form part of the contractual obligations of hire.

A significant "reinstatement works deposit" will be required prior to commencement of build, and this sum will be withheld if an organizer fails to deliver the reinstatement program as agreed.

The Parks Manager will manage a Rotation & Diversity Schedule to mitigate against cumulative effect and impact.

10.3 Noise - Code of Practice on Environmental Noise control of concerts and events requiring PA announcements must be recognized and adhered to.

The parameters for levels as outlined in the code will form part of the contractual obligations of hire.

- 10.4 Residential Impact (surrounding area) - Traffic management, crowd management, sustainability strategy, and urban impact assessment will all be requirements of applications by organisers. Each of these documents will form part of the Premises License operating schedule or Temporary Event Notice application and will be referred to in the contract. As a general principle event organisers should discourage car use and encourage use of public transport.
- 10.5 Frequency. Individually even large events may have manageable impact but collectively the impact may be more significant. We will need to consider cumulative as well as individual impact in assessing each event. An annual programme would help in managing the overall as well as the individual impact of events in the Park, as well as using different areas in rotation. That said it is not always possible to predict a year in advance what approaches may be made to us.
- 10.6 Management & Monitoring - A pre-tenancy assessment of the event area will be undertaken by the Parks Manager, Account Manager (APTL), Events Manager (APTL) and organisers technical team. During the event monitoring will be undertaken by Parks Manager, Events Manager (APTL), statutory bodies (licensing, health & safety, food hygiene, London Fire & Rescue, Metropolitan Police, London Ambulance Service, Emergency Planning, Building Control etc.) throughout the tenancy. Post event a review of the site will be undertaken by the same parties as the pre assessment and the reinstatement works as per the ecological impact assessment must be actioned.
- 10.7 Post Event Review – Following the event a full review will be undertaken with Parks Manager, APTL team, licensing authority, statutory bodies and event organiser. There will also be an opportunity for comment to be submitted via the SAC/CC
- 10.8 Licensing Considerations – Under the 2003 Licensing Act events which are held in the Park under a temporary events notice or a premises license will need to meet the four licensing objectives:
 - The prevention of crime and disorder
 - Public safety
 - The prevention of public nuisance
 - The protection of children from harm
- 10.9 Income
 - To achieve our income target we will encourage event expressions of interest from the outdoor event industry to understand better the opportunities that the market has to offer. We will remain “open minded” as there is no set formula to outdoor events

- We will investigate further the opportunity surrounding repeat events & activities i.e. Christmas markets, winter fairs, “big lunch”, summer garden parties, fun runs, fireworks, hot air balloons, band concerts etc

10.10 Sustainable events

Following London 2012 the events industry has become increasingly proactive in ensuring events in particular outdoor events are sustainable. The guidance document which will be commissioned on adoption of this strategy will encourage the following principles from the London 2012 Sustainability guidelines.

- provide an accessible and inclusive setting for all;
- provide a safe and secure atmosphere;
- have minimal negative impacts on the environment;
- encourage healthy living;
- promote responsible sourcing;
- deliver excellent customer experience;
- encourage more sustainable behaviour; and
- leave a positive legacy.

The guidance to managing events in Alexandra Park will also draw on The British Standard for a Sustainability Management System for Events BS 8901 as a benchmark for all events to deliver against.

11. Stakeholder engagement

The strategy acknowledges that it is vital to ensure that all stakeholders that hold an interest in the activities within the Park are appropriately consulted pre, during and post events. The Friends of the Park have a particular role to play, including via their representation on the relevant Boards and Committees. However it is also recognised that it is not practical to assume that every approach for use of the Park can be taken through a formal consultation process. The table below categorises events by numbers per diem attending, and outlines the consultation and management approach which will be taken in each case.

Size categorisation	Detail	Application approval process including adherence to the Licensing Act 2003 where applicable
Bronze	<ul style="list-style-type: none"> - Temporary Events Notice required (TEN's) up to 499 people (applied for through Haringey Council under the 2003 Licensing Act) - No TEN's required (where no licensable activities are proposed under the Licensing Act 2003) e.g. a charity fun run etc. 	<ul style="list-style-type: none"> - Application received and reviewed by APPCT management via APTL (who would take the initial approach) - Approval given on successful application of TEN's and compliance with contractual obligations - Stakeholders

	<ul style="list-style-type: none"> - Low on infrastructure - Repeat events i.e. funfair and circus 	<p>informed via quarterly “look ahead” programme briefing of SAC/CC and Board. “What’s On” with comments line clearly published on website</p>
Silver	<ul style="list-style-type: none"> - 500+ people per day in attendance - May require premises license depending on activity (i.e. regulated entertainment) - Medium infrastructure i.e. marquees 	<ul style="list-style-type: none"> - Application managed as per above - Stakeholders informed in advance via SAC/CC Board briefing and “What’s On” with comments line clearly published
Gold	<ul style="list-style-type: none"> - 10,000+ people per day in attendance - May require premises license depending on activity (i.e. regulated entertainment) - Multiple infrastructure stage, marquees, fencing etc. 	<ul style="list-style-type: none"> - Application must be submitted with outline Event Management Plan (this includes traffic, ground impact, noise strategy etc.) - APPCT/APTL management review application against criteria above - relevant information to SA/CC for comment. - Comments formalised in paper for Trust Board to consider in advance of contractual commitment - Trust Board’s decision communicated to event organisers

Timelines will be published with the Guidance Notes and be on the Alexandra Palace website to inform Gold category events of the dates for applications to correspond with Trust Board Meetings.

12. Communications

12.1 Commercial

Once the principle of the strategy has been adopted and the guidance document completed and approved by the relevant Boards, Alexandra Palace Trading Ltd (commissioned by the Trust for this activity) will implement a proactive sales and marketing plan showcasing the Park. The market will be approached via regular channels including industry trade magazines and websites. Industry forums i.e. National Outdoor Events Association (NOEA) and PSA (Production Services Association).

The sales and marketing plan aims to increase the profile of the Park, outline its options in regards to outdoor events and ensure that the industry is aware of the application process and its timelines.

12.2 Stakeholders

For the purposes of this document they are considered to include all groups who form the SAC/CC, local residents who are neighbours of the Park or are impacted on by events being held in the Park, local schools and educational facilities and tenants of the park.

As per the table under Stakeholder Engagement the notification of an application with merit will follow the guidelines in the table above.

If an event requires a premises licence the statutory process under the 2003 Licensing Act will be enacted for further information on the Act and Haringey Council Licensing Authority please visit www.haringey.gov.uk

During the event a comments / complaints line will be in operation this line will be published on the Alexandra Palace website and advertised on the Park notice Boards. The line will be open to take comments or complaints on the event which is happening at the time. The operator will also be taking all calls regarding issues with noise; which will be passed to the relevant Noise Monitoring Team for assessment and action.

After a “category Gold” event a survey will be sent out organisations represented on the SAC/CC. The survey’s results will be published at the next appropriate SAC/CC meeting (depending on timelines) and will be submitted for review by the Trust Board. It is vital that feedback can be formulised within a survey to allow for benchmarking and assessment against key performance indicators.

12.3 Public Communication

To ensure the reach is maximised the following channels of communication will be used to inform the public of events that are due to take place.

- Listed on the Alexandra Palace website
- Advertised on the Park notice boards
- Advertised within the tenanted outlets within the park
- Listed on the Schedule of Events
- Publicised in accordance with the organisers marketing and communication strategy

13. Attachments

- 13.1 Comparison table demonstrating events days on other London parks
- 13.2 Implementation plan

Attachment 13.1

Events in London's Parks and Open Spaces

A benchmarking exercise was undertaken against comparable open spaces within London.

Hyde Park

Hyde Park is one of London's largest Parks and covers over 350 acres. It reports to have over 7 million visitors a year and has a number of activities taking place from large scale events to boating in the Serpentine.

Following a year of terrible weather a review was undertaken which now sees Hyde Park hosting 9 events against a previous 13 with an attendance level ranging from 50,000 – 65,000. Previous attendance levels were at 80,000.

Reported income from events in Royal Parks was at £4.8m in 2011 – 2012

Clapham Common

Covering an estimated 108 acres the common hosts a number of sports fields, café's, ponds and a bandstand.

The events site is situated on the North Side of the Common within the borough of Lambeth, events do take place on other areas but only in exceptional circumstances i.e. London to Brighton Bike Ride. There is no restriction levied in regards to how many large events can take place. 8 events with an attendance level of 7,000 – 20,000 were held in 2011.

Reported income target for events held on Lambeth's Open Spaces in 2011 – 2012 was £1.2m

Victoria Park

Estimated at 86.18 hectares the park is within the London Borough of Tower Hamlets who have undertaken an aggressive approach to proactively establishing the park as one of the outdoor festival sites in London.

In 2012 the council entered into a commercial agreement with Live Nation to host a number of events in the run up to and during the Olympics, an exception to their normal operating procedure. In 2013 they currently have two festivals confirmed, Field Days and Love Box the latter being a 3 day music festival with 7 stages.

No income figure was available.

Battersea Park

Though the park does host a number of events annually within the events industry Battersea Park is most famous for Evolution a 5,500m² purpose built facility which hosts meetings, product launches, banquets, parties, exhibitions and charity functions.

The reported income expectation for 2012/13 was approximately £860,000

Attachment 13.2

Implementation Plan – Outdoor Events Strategy

Key Activity	Milestones	When	By Whom
Review of the Strategy	Provide the Draft Events Strategy to SACC for comment	December 2012	Duncan Wilson, CE APPCT/APTL
Seek formal approval for Strategy	Present Draft Events Strategy to APPCT Trust Board for approval	January 2013	Duncan Wilson, CE APPCT/APTL
If approved			
Commission external consultant to develop guidance document	Circulate draft document to all regulatory bodies, stakeholders & boards for comment	February 2013	Duncan Wilson, CE APPCT/APTL
Implement commercial communications plan	Assess reaction from the market Manage applications in line with process and procedure Build a “picture” of the commercial landscape for 2013 and beyond	February/March 2013	APTL Sales & Marketing Teams
Stakeholder and Public Communication plan	Silver / Gold event applications received Licensing Hearings (if relevant)	Throughout the year	APTL Sales & Marketing Teams
Review of strategy and guidance document	Review of data collected from post event surveys	September 2013	APTL presenting findings to APPCT for information

14. Recommendations

14.1 That the Committee notes the report.

15. Legal Implications

15.1 The Council's Head of Legal Services has no comments on the report, save to confirm that the contents do fall within the Advisory and Consultative Committees Constitutional terms of reference, and he would firmly endorse adherence to the Health and Safety Executive guidance detailed at paragraph 10 of the report

16. Financial Implications

16.1 The Council's Chief Financial Officer welcomes the draft framework of an outdoor events strategy and the setting of an income target for the park

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Agenda item:

**Informal joint meeting of the Alexandra Palace and Park
Statutory Advisory and Consultative Committees**

**On 15th January
2013**

Report Title: **AP Regeneration report and update**

Report of: Duncan Wilson, Chief Executive Alexandra Palace and Park

1. Purpose

1.1 To advise members of the AP Statutory Advisory Committee and the Consultative Committee of the Trust's final bid to the HLF, submitted on 30 November 2012

1.2 To advise the Committees of letters of support written on their behalf by the Chairs of each Committee

2. Recommendations

2.1 That the Committees note the attached papers

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 HLF bid for £16.8m against a total project cost of £23.9m was submitted on 30 November, the deadline day. The full bid ran to several hundred pages with photographs attached, so I have only included the main sections here at 6.1.
- 3.2** We should hear the result on April 23 2013 - Shakespeare's birthday and St George's Day, so let's hope those are good omens. Early in the New Year a delegation of the HLF trustees will visit and ask questions, and I have no doubt we will be thoroughly quizzed about community involvement, volunteer plans, matched funding and the overall design, amongst other things
- 3.3** We will be starting the procurement process for the design team for the next phase and developing our fundraising and community engagement/learning plans in the first quarter of 2013, without making firm commitments before we hear from HLF.
- 3.4** I am grateful to both Committee chairs for their helpful letters of support on your behalf, attached for information at 6.2 and 6.3.

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. Use of Appendices

- 6.1** Text of HLF bid
6.2 Letter of support from SAC Chair
6.3 Letter of support from CC Chair

6.1 Main Text of HLF bid

SECTION 1: YOUR ORGANISATION

1.1. Project title

- i. Alexandra Palace: Reclaiming the People's Palace.

1.2. Project summary

- i. The project will transform the eastern end of 'the People's Palace', making accessible to the public the most historically significant - yet currently derelict - parts of the building, faithful to the vision of our founders in 1873, to "entertain, inform and educate".
- ii. We will be restoring the former BBC Studios, the birthplace of television, and the Victorian Theatre last used in the 1930s, together with the striking glazed East Court entrance hall which connects them. The Studios will become an interpretation and learning centre, and the theatre a major new learning resource and a cultural attraction. Together with newly accessible digitised archives and historical collections, these spaces will tell the story of the development of popular entertainment from the music halls of the 1870s to silent cinema in the early years of the 20th century, and then the birth of television in the 1930s and beyond.

1.3 Describe your organisation's main purpose and activities

- i. The APPCT is a statutory charity set up by London Borough of Haringey (LBH) to run Alexandra Palace and Park. LBH is the freeholder under the 1900 Act, as modified by the 1985 Act. Alexandra Palace Trading Limited (APTL) is a wholly-owned trading subsidiary of the Trust which manages commercial activities in the Palace and Park.
- ii. The Palace is a special event venue and destination with spectacular views overlooking London. Originally opened in 1873 as 'the People's Palace', a venue for recreation and leisure, the accessible parts of the Palace (around 60% of the actual footprint) are currently used for a range of live entertainment events, including concerts, exhibitions and sporting events, as well as weddings, banquets, conferences and as an exam venue. Other attractions include a national-sized ice rink, popular with community groups, sporting clubs and the general public, a boating lake, and a pub/bistro.
- iii. Over the last year, the Palace and Park hosted 120 events including Red Bull's "Festival of Dirt" (for BMX bikers on a course in the Park), the Olympic Torch Relay and concert, Holland Heineken House (the Dutch Olympic cultural house), concerts by Florence and The Machine, Jack White, and David Guetta, the World Darts Championship, Masters Snooker, and the Knitting and Stitching Show. Many of our events specifically target a local community or charity audience, such as the Night Rider cycling event, "Race for Life", the Moscow State Circus, and a weekly Farmers Market. Together, these events attracted over 400,000 people,

generating turnover in 2011/2012 of just under £7m. Around one million people visit the Palace and Park each year, including over 120,000 to the Ice Rink.

- iv. Maintaining the vision of the original Palace of the late 19th century, the Trust's aim is:

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

- v. Our objectives over the next five years are:

- to achieve long term financial sustainability to secure the future of the Palace and Park as a public amenity and visitor destination;
- to redevelop the Palace and Park as a leisure and entertainment destination, anchored by a major live entertainment venue, to match the best on offer in London whilst retaining the special nature of "the People's Palace";
- to respect the rich history and heritage potential of the Palace and Park and their continued preservation, refurbishment, interpretation and use as a resource for learning and enjoyment;
- to deliver wider community benefit, including contributions to public health and well-being, the environment and the economy;
- a commitment to quality and to high standards of design, delivery, management and operations, to meet the expectations of users and stakeholders and befitting the historic importance and iconic nature of the destination;
- maintaining free access to the Park and selected parts of the Palace and continuing to manage it as an amenity for the local community and for visitors

- vi. In addition to oversight by the APPCT and APTL Boards, our governance structure includes engagement with a wide range of local groups through the Statutory Advisory and Consultative Committees, whose advice is considered by the Trust's Board. We have also established a Regeneration Working Group (RWG) to support the development and phased implementation of the overall Masterplan for the site, commissioned from Terry Farrell Associates early in 2012. We are currently strengthening the membership of our Boards and Committees with non-executive advisory members.

SECTION TWO: THE HERITAGE

2.1 What is the heritage your project focuses on?

- i. Alexandra Palace (AP) was first opened in 1873 as a private commercial venture to provide a 'People's Palace' for public entertainment and recreation, a concept that followed on from the success of the Great Exhibition of 1851 and the development of Crystal Palace in 1865. Although twice rebuilt after fire damage, firstly in 1873 within two weeks of its opening, and again in 1980, AP represents a rare survival of this building type.

- ii. Located within a Conservation Area, both the Palace and the 196-acre Park are Grade II Listed. Public access to the Park is guaranteed under an Act of Parliament.
 - iii. The strategy for regeneration of the entire Palace is based on a Masterplan design by leading architects Farrells and a Conservation Management Plan (CMP) by conservation architects Donald Insall Associates (with some financial support from English Heritage). In addition to improvements to the physical fabric of the building, the Masterplan recommends improvements to the external approaches from the Park and aims to improve way-finding inside the building and read the building as a whole. A basic distinction is drawn between the central and western parts of the Palace, dedicated to commercial and income generating activity, including a hotel and the Great Hall and West Hall for big ticketed events such as concerts and exhibitions, and the eastern end dedicated primarily to community and cultural use – the embodiment of the People’s Palace. Copies of the Masterplan and Conservation Management Plan are included as supporting documents.
 - iv. Our project focuses on transforming three spaces at the east end of the Palace:
 - The original BBC television Studios, unused since 1981 and the surviving more or less intact, but derelict and with limited access because of asbestos contamination of some areas;
 - The Victorian Theatre, which was last used for public events in the 1930s and which has been largely untouched since. It contains original Victorian under-stage machinery, and an a film projection booth dating from 1907; and
 - The East Court, a giant Victorian ante-room with glass roof linking these two spaces and giving access to the popular ice rink.
- BBC Studios A and B***
- v. Television Studios A and B, the birthplace of British television broadcasting in 1936, have been largely untouched since the BBC left in 1981. The two Studios originally operated in parallel with two technically different systems of broadcasting, Marconi-EMI and Baird, before the BBC chose the Marconi as the most effective operating system.
 - vi. Studio A was the home of the BBC News from 1936 until 1967, and was then used to broadcast the Open University’s programmes until 1981. The project proposes to refurbish Studio A as a display focussing on the history and technical development of broadcasting, using film, objects, archives and personal testimony. Studio B will be restored as learning, training and multi-functional space. Our learning programme will focus on the social history of the growth of popular entertainment and education, incorporating heritage aspects of both the Theatre and television Studios, and the science and technology behind their development.
 - vii. Unfortunately asbestos was extensively used by the BBC as a sound and fire insulator. Much has been removed but the remaining elements need to be cleaned or encapsulated; this is a significant part of the scheme.

- viii. We will use the collections of the Alexandra Palace Television Group (APTG) and the Alexandra Palace Television Society (APTS) to bring the history of popular entertainment at AP to life through use of objects, archival footage and a mixture of interactive and hands on exhibits. The APTG collections, currently housed in Studio A, include a reconstruction of a 1930s studio set, a collection of studio cameras and television sets dating from the 1930s to the 1980s and other associated TV broadcasting equipment and documentation, including the British Radio Equipment Manufacturers' Association (BREMA) archive, which represented, among others, the Enfield-based company Ferguson.
- ix. APTG's fellow organisation, APTS, has a significant holding of digitised and un-digitised material, none of which is accessible online, consisting of audio tapes, videos, prop and scenery designs, photographs, scripts, books, newspaper cuttings, personal diaries and magazines covering the whole of the BBC's time at AP. We are currently in discussion with the Archivist and Curator from Haringey's local museum service to transfer the archive on loan to Bruce Castle, to be catalogued using CALM (a specialist collections management system) and stored (AP will be applying to the Association of Independent Museum for conservation materials). Our project includes the appointment of a Digital Archivist who, in addition to cataloguing, will digitise appropriate parts of both the APTS collection and AP archive material held in other archives in the UK to make them available on-line through our website and on-site through terminals.
- x. The BBC has granted AP permission to access their early television archive footage to be used as part of our learning programme. We have also opened discussions with the National Media Museum in Bradford about loans of artefacts and the provision of curatorial advice.

Victorian Theatre

- xi. The physical structure of the Theatre dates back to 1875 and originally featured two balconies; the second tier balcony was removed to make way for a cinema projection box in 1907. Of particular significance is the original Victorian wooden stage machinery below the stage, which is one of the few remaining examples in the world in relatively good condition (while the stage machinery is not part of this project as it has already been restored, it will be used in the interpretation plans and is a significant heritage feature of the Theatre).
- xii. The decorative plasterwork mostly dates from the 1920s refurbishment, but is in a poor state and needs urgent consolidation. Currently the only part of the Theatre which is safely accessible is the stage, due to the poor state of the main auditorium ceiling (see below).
- xiii. In 1936, the Theatre was leased to the BBC as part of the development of the first TV studios in the South Eastern wing of AP. The Theatre was then used by the BBC as a rehearsal room, a workshop for stage sets and a costume store until 1981.

East Court

- xiv. The East Court was built after the first fire between 1873 and 1875 and is rated as 'highly significant' in our Conservation Management Plan. The space is in a poor state of repair and currently functions as the foyer to the Ice Rink and contains a children's soft play area and an indoor mini-golf course. In our project the East Court fabric will be restored to reflect its original use as a main entrance and as an exhibition space. It will contain a range of displays interpreting the history of the whole Palace and Park, and their role in the development of public entertainment and it will function as the orientation space for the BBC Studios, Theatre and Ice Rink (the latter, refurbished three years ago, is not part of the bid). The space will also include a café and casual seating, offering the East Court as a place to meet and a departure point at the end of a visit.
- xv. The heritage and colourful history of AP has been the focus of many books and articles, and a bibliography of relevant publications has been included in the supporting documents.

Who cares about our heritage?

- xvi. Given the Palace's prominent position within the Borough, well maintained and accessible surrounding parkland, and our history as a leisure destination, a diverse range of groups and individuals enjoy AP and passionately care about both our heritage and future. Our recent consultation revealed the depth of these feelings:

"Ally Pally is an amazing space and place but woefully underused and sadly neglected. It could be one of London's most incredible destinations. We use it weekly but would enjoy it even more and take more people if it were improved."

"I am a local resident and I have lived in the area for 40 years. I visit Ally Pally regularly and have worked at the Palace many times and I would very much like to be involved with the regeneration plans for Alexandra Palace."

"We have been waiting for years for someone to bring the Palace back to life improve it utilise the space properly and make us proud of it. With a young family we go a lot, but are disappointed by its poor condition."

"Alexandra Palace is a very important historical landmark and community asset for the people of North London and visitors to London and must be maintained and developed to reflect this - it cannot be left to rot as it has been."

- xvii. We work closely with special interest groups and local government representatives, many on a voluntary basis, to ensure we remain engaged with and relevant to the community and continue to improve the programmes and services available onsite. Some of the groups with whom we meet regularly include APTS/APTG, Friends of AP Theatre, Friends of the Alexandra Palace Organ, Friends of Alexandra Park and Hornsey Historical Society, as well as a range of community, school and local resident groups. Our letters of support, attached to the back of this application, show the breadth and depth of our support.

- xviii. During our recent public consultation on the Farrells Masterplan for the site in summer 2012, we received over 2,000 responses with 87% of respondents positively supporting the AP regeneration plans as a whole. The reopening of the Theatre was the top public priority, and the restoration of the BBC Studios was ranked third.

2.2. Is your heritage considered to be at risk?

- i. AP is the largest building on English Heritage's Buildings at Risk Register and the Theatre is also on the Theatre Trust's Theatre Buildings At Risk Register.
- ii. The BBC Studio wing, Theatre and East Court were largely unaffected by the devastating 1980 fire that razed the western end of the building, and as such are the most original parts of the building today retaining the most historically significant features (from both the Victorian and BBC eras).
- iii. As stated previously, the BBC Studios and the Theatre are currently in a derelict state, with public access only by appointment and at the annual Open House weekend. During the rebuilding of the Palace in the 1980s, plans included renovations to the East Court but the development was financially constrained so short cuts were taken - most apparent, two large areas of the atrium were covered with tarpaulins rather than with glass panels. These areas now leak, causing the spaces to become damp and limiting their use. Despite its important historic role as the main entrance to the Palace, in its current state the East Court is unwelcoming, poorly used, inefficient to run and continues to decay.
- iv. At the time of the structural changes made to the eastern wing of the building by the BBC during its tenure (including the blocking of the windows and colonnade arches), the installation of the Studios included the application of significant amounts of asbestos for fire and sound proofing purposes, not only on the walls but through the ceilings, pipes and ventilation ducts. There have been some efforts in the past to remove the asbestos, however a survey conducted in November 2012 has highlighted that it will be impossible to restore the areas comprehensively to allow for public access without a concerted, dedicated effort to remove or encapsulate all remaining asbestos. This in itself is a major task, and without the necessary investment to do so, the areas will be unusable, and their potential will remain unrealised. Studio A has been the main point of access in previous years with an exhibition of historical archives and information managed by the APTG; Studio B has been closed for many years.
- v. The valuable APTS archive collections are stored in the bedroom of an APTS member's home and, although fairly well sorted and indexed, they are in high acid wrappings, with no environmental control and no security. The APTG collections, which are mostly objects, are currently stored in Studio A at AP in dusty and cold conditions. There are other archive materials stored in a range of other areas in the Palace, including those that are in asbestos affected areas.
- vi. The Victorian Theatre, part of the second re-build of AP in 1875, was renovated in the 1920s and converted to a silent movie cinema. Although the second row balcony was removed to make space for the cinema projection box, the Theatre

retains a number of original Victorian features including the original stage machinery, repaired with English Heritage assistance in 2007. While the stage machinery is not in full working order and does not form part of this bid, the historical and mechanical features will be included in the heritage interpretation plans for the Theatre. The Theatre ceiling is structurally unstable and there is no access to the main auditorium. Although we have recently received some English Heritage funding to make a number of essential and urgent roof repairs, the remainder of the building continues to decay and remains inaccessible to the public.

- vii. Without investment in the fabric to tend to fundamental defects, areas will fall into further disrepair. This will not only continue to restrict access to significant heritage features, but could potentially lead to the loss of important heritage assets, as reflected in our entries on the Buildings at Risk and Theatres at Risk Registers. Failure to re-open and revitalise the eastern end of the building will risk the eventual loss of a rich nineteenth and twentieth century heritage, and the opportunity which it represents for bringing a story of Victorian public-spirited enterprise and British technological achievement to the public.
- viii. Entries in the CMP produced earlier this year by Donald Insall Associates are as follows:

On the BBC Studios: *The BBC areas on basement, ground and first floors are almost derelict, and are used for miscellaneous storage of drawings, papers, antique TV equipment and miscellaneous furniture. The status of Studios A and B, as the birthplace of public broadcast television is immense, and the surviving studios are the best tangible reminders, together with the transmitter mast, of this.*

On the Theatre: *The Theatre itself is closed for health and safety reasons, and is slowly decaying. There is a leak in the adjoining foyer roof and the NE Tower rooms are derelict.*

On the East Court: *East Entrance, Ice Rink Foyer and Adjoining Spaces: are all at greater risk from disuse and neglect than they are likely to be from any new activities; this particularly applies to the East Buildings, where the roofs are already falling in.*

SECTION THREE: YOUR PROJECT

3.1. Describe what your project will do?

- i. The delivery of this project will enable us make essential repairs to the fabric of the building allowing us to restore and retain the iconic heritage of the BBC Studios, Victorian Theatre and East Court as publicly accessible spaces.
- ii. The three connected spaces will provide our audiences with the opportunity to experience the advancement of popular entertainment at AP. Working closely with cultural and community partners, we will offer our local community a much needed focal point to bring together the socially diverse communities in East and West Haringey.
- iii. There are 3 parts to the overall aims of the project:

1) Repairing the building fabric and damaged heritage features of the East Court, BBC Studios and Theatre to restore historical context and enhance public access

Our capital programme focuses on the BBC Studios (A and B), the Theatre and the East Court. The BBC Studios and Theatre are unused and in near-derelict condition. We will:

- refurbish BBC Studio A to form a new visitor experience explaining the early history of television in a creative and interactive way, and giving on-site access to archives relating to the early history of television;
- refurbish Studio B for formal and informal learning activities;
- open up the ground and first floor external arches of the eastern colonnade, returning the Palace's appearance to the original symmetrical form and subtly lighting it at night;
- create a new foyer space off the East Court with a new lift to access the BBC Studios on the first floor and restore the grand Victorian staircase as a secondary access route;
- restore the surviving interior finishes of the Theatre and balcony with minimal intervention to retain its historic fabric, but fitting it out to modern standards consistent with its planned use as a community and commercial venue;
- level the Theatre auditorium floor to offer flexible use and improve accessibility;
- allow the public to view the Victorian stage machinery located under the Theatre stage as part of a structured tour;
- refurbish space behind the stage and in the NE tower to provide storage space and rooms to meet the needs of community groups and performers;

- refurbish the existing glazed East Court as a public welcome and introductory space, linking the Theatre and the BBC Studios with interpretative displays and a narrative explaining the wider history of AP and its Park.

2) Collate, digitise and enable public access to the collections of historical items, archive footage and documentation relating to the BBC Studios, Theatre and general history of Alexandra Palace through onsite interpretations as well as online and social media channels

This will be achieved by:

- providing a workspace for sorting, cataloguing and digitising the collections;
- providing a secure and environmentally stable area for the storage of objects and archives;
- creating footage from historic archive files to demonstrate aspects of the development of modern entertainment, including filming techniques, the workings of the Victorian theatre and the products of the BBC Studios.

3) Establish a learning and community engagement programme that will provide the opportunity for existing and new audiences to access heritage-based information, tours and interpretation about the history of popular entertainment at the Palace

To develop and support our learning and community engagement activities, we will appoint to the following posts during the delivery phase, which will run for four years:

- a FT Community Engagement Officer and a PT Learning Officer to develop and implement our formal and informal learning and community programmes;
- a FT Volunteer Coordinator to develop and implement our volunteering programmes;
- a FT Digital Archivist to sort, catalogue and digitise the archive and object collections of the APTG and APTS and who will liaise with the BBC and the National Media Museum in Bradford to make the AP archives accessible on site and online.

Learning and Community Engagement

- iv. A learning programme covering the history of AP and Park has been devised and will be trialled by our existing Education Officer from January 2013, focussing on formal learning designed to build awareness and audiences for the refurbished venue.
- v. We plan to strengthen links with existing voluntary groups with the appointment of a full-time Volunteer Coordinator, and to recruit new volunteers from target audiences to help with the delivery of learning and community programmes, development of the interpretation and website, digitising the archives, delivering tours and welcoming the public at weekends. We have already been approached by The Challenge Network, a national network which brings together 16 year olds from diverse backgrounds helping them to make a difference in their community by designing and delivering a project.

- vi. AP plans to commission the performance company Complicité to produce a theatrical film of the historic elements of the stage machinery in use so that the public can see it demonstrated safely.
- vii. We are exploring ways to increase community engagement and learning opportunities through existing and future events clients (such as the Crouch End Festival Chorus, Active Inspirations and Metaplay) to link the Theatre and Studios.
- viii. The main areas of work are outlined below, related to relevant outcomes:

Interpretation – Heritage will be better interpreted and explained, people will have learned about heritage, heritage will be identified and recorded

- ix. There will be interpretative and innovative displays in the BBC Studios and East Court about the history of British broadcasting and the wider history of AP as well as a temporary display space in the East Court for exhibitions curated by schools and/or community groups. We propose weekend hourly tours of the BBC Studios and Theatre, and we will provide a search room for enquiries and research. The interpretation will be supported by hard copy and downloadable resources (for schools and families) and an archive catalogue for all audiences to use both on and off site.

Schools programme – People will have learned about heritage

- x. We will provide education programmes for Early Years Foundation (EYF) and Key Stages 1 – 4 and bespoke formal education programme for special educational needs (SEN) groups, both on site and as outreach. We aim to run three projects a year with schools from our target audience. We will two run schools in-service training (INSET) days a year and offer a placement for a Newly Qualified Teacher (NQT).

Informal learning and community engagement – People will have learned about heritage, more people and a wider range of people will have engaged with heritage

- xi. Our informal learning programme will include an Arts Award club, community projects aimed at our target audiences, family learning sessions, holiday activities, adult talks and we will hold one big conference a year on topics such as the history of television production and the history of popular entertainment to target university and college students and local and specialist interest groups.

Volunteering – People will have volunteered time

- xii. We plan to strengthen links with existing voluntary groups with the appointment of a full-time Volunteer Coordinator, and to recruit 100 new volunteers from target audiences to help the delivery of learning and community programmes, development of the interpretation and website content, digitising the archives, delivering tours and welcoming the public at weekends.

Apprenticeships and internships – People will have developed skills

- xiii. We aim to have six apprenticeships spanning restoration work and creative skills (appointed through our contractors), two internships focusing on the archive, and four work placements each year focussing on business skills within a heritage

setting. In addition we want to offer five 'work taster' days per year for adults not in employment.

On-line resources - People will have learned about heritage, more people and a wider range of people will have engaged with heritage

- xiv. AP already has a successful website with nearly 900,000 unique visits each year. We will develop the heritage and education pages on the website to include monthly online exhibitions showcasing different areas of the APTS archive together with work produced during school and family activities, downloadable resources for formal and informal learners, as well as trails, quizzes for families and an online catalogue of archives and objects in the collections. Once digitised, archive materials will be accessible online, remotely and through terminals at AP.

Access

- xv. The East Court will be free and open to the public seven days a week and will contain displays interpreting the wider history of AP, plus a cafe. The BBC Studios will be open to the public four days a week with optional tours (charged) available at weekends. The Studios and Theatre will be used by formal learning groups and specialist interest groups on the remaining three days each week. Entry to the East Court and Studio A will be by donation, but with a charge for tours, schools and special interest groups. We will continue to review this during the development phase as the broader business plans are refined.
- xvi. We aim to directly attract and engage over 150,000 people per annum, on site and online, with our learning and engagement activities:
- 100,000 visitors per annum to view one or more of the East Court, BBC Studios and Theatre interpretation exhibitions, of whom 6,240 will go on tours (120,000 people, mostly families, currently pass through the East Court on their way to the ice rink);
 - 7,200 school children;
 - 60 children per annum through specialist projects with targeted schools;
 - 1,420 members of the community through our targeted activities, clubs, talks, workshops and projects;
 - 100 volunteers;
 - 2 archive internships;
 - 6 apprenticeships including 2 creative apprenticeships in partnership with the Creative Skills Council and CSV Training and Enterprise, and 4 apprenticeships associated with the building and maintenance work;
 - 4 work experience students on pre apprenticeship programmes concerned with business heritage skills through Haringey Adult Learning Service;
 - A minimum of 44,000 visitors to the exhibition, learning and activity pages of our website (5% of current visitors to the AP website).
- xvii. The interpretative, community engagement and learning programmes will recapture the original spirit of AP as the 'People's Palace', which aimed to entertain, inform and educate in equal measure.

3.2. Explain what need and opportunity your project will address?

- i. Our capacity to keep our heritage in good condition is limited by the scale of the task, with 40% of the site area being derelict and the need for extensive capital works to secure and restore the most historically significant areas of the building. This worrying situation is reflected in our entries on the Buildings at Risk and Theatres at Risk registers. The Theatre continues to deteriorate and without significant investment will be progressively more costly and eventually impractical to repair. The BBC Studios require asbestos removal or encapsulation before any further conservation or refurbishment. Stakeholder groups such as the Friends of the Theatre, APTS, APTG, and Friends of the Organ currently take responsibility for the collection and storage of information and items relating to the Palace, as well as any learning and volunteering activities, and the Trust has no formal structure or mechanism in place to manage or coordinate these activities. The HLF project will provide us not just with the capital to address the necessary conservation and refurbishment works but also a structure by which our community and learning programmes can be delivered more effectively.
- ii. In addition, we are now establishing relationships and potential partnerships with groups like the BBC, LBH museum service (Bruce Castle), and the National Media Museum to assess, catalogue and store significant archive materials relating to the BBC Studios, Theatre and AP itself. The appointment of a Learning Officer and Head of Learning and Community Engagement earlier this year is also a significant step.
- iii. Here are some of the barriers our recent consultation with hard to reach groups identified:

“I don’t think a lot of people know about the history of Ally Pally. I do but I grew up around here and I don’t think communities that have only arrived over recent years would. I remember the day it burnt down. I was about 7 or 8 and could see the flames from my house. Lots of people would love to share their memories of it.”

“Ally Pally is always something you see on top of the hill but it’s never used and you wouldn’t think to go there.”

“I personally thought Ally Pally was just an ice rink. That’s all I knew and most young people are the same. No one would know about that history at all.”
- iv. As the BBC Studios and Theatre are derelict and currently accessed by appointment only, most people aren’t really aware of their historical significance and do not have an opportunity to see these parts of the building or learn about their role in AP’s history and 19th and 20th century social history as a place of popular entertainment.
- v. We regularly receive enquiries about greater access to the BBC Studios and Theatre both directly and via our Friends groups, which suggests that there would be strong demand for regular, scheduled tours on a more frequent basis.

- vi. By being able to provide regular access to schools, community groups and the public, we will be able to increase direct engagement with the Palace's heritage and the effect will be magnified with communication via our website and remote access to bespoke information at schools and other institutions.
- vii. As people are currently unable to learn about heritage on the site, there is potential for enormous growth in the number of people able to access heritage information and interpretation and get a real sense of AP's place in the development of modern entertainment.

3.3. Why is it essential for the project to go ahead now?

- i. The building is in a poor state and deteriorating. Although some roofs were replaced in the 1980s the surrounding valley gutters were not satisfactorily repaired or renewed, so a thorough refurbishment is now needed. There are leaks in both the theatre and the BBC Studios roofs. The side pavilions in the East Court were re-roofed some thirty years ago in fabric, which was only intended to be a temporary solution. This now needs replacing with glass to match the other East Court roofs.
- ii. The BBC Studios are now closed to the public due to the presence of asbestos, and need a thorough environmental clean and the implementation of an encapsulation strategy. Otherwise these historically important spaces, the spiritual home of British TV broadcasting, will remain permanently inaccessible.
- iii. The fabric of the Victorian theatre is very degraded, with plaster falling off the walls and insecurely attached to the ceiling. Unless this is addressed soon we may lose most of this historic fabric. The HLF scheme, as well as addressing the conservation of the fabric, will provide investment in basic facilities to allow the theatre to generate sufficient funds to guarantee that it is well maintained and accessible to the public into the future.
- iv. As well as these physical reasons, the public consultation on our regeneration Masterplan, of which the HLF project forms a key and very popular element, has created forward momentum and a level of expectation. If we do not take advantage of this momentum, with support from elements as diverse as the *Save Ally Pally* campaign and the Borough, the regeneration of AP will be at best stalled and at worst may never happen.

3.4. Why do you need Lottery funding?

- i. The regeneration of AP as a whole is a major project likely to require commercial investment of £30-£50 million if we are to implement the plan in full by renewing the events infrastructure and building a (four star) hotel. However some elements of the project are less commercial, in that the returns they might generate are justified more by public benefit than income generation. The restoration of the most historically important and sensitive interiors falls into this category.

- ii. Without Lottery funding it is highly unlikely that the Trust could raise the capital needed to bring these areas back to life by putting the Theatre back to work and allowing people to see the birthplace of television. Haringey's own capital programme is significantly over-subscribed, and we estimate that the most we can expect from the Borough to contribute is the match funding element of the bid. We believe this part of the regeneration Masterplan could be the catalyst that unlocks commercial investment in the other elements.

3.5. What work and/or consultation have you undertaken to prepare for this project and why?

- i. The project is a key part of the Masterplan for the whole site, developed by Terry Farrell Associates for the Trust in early 2012. Options for the entire AP site and the spaces at the eastern end of the building were considered in the masterplanning process, informed by the Conservation Management Plan, developed by conservation architect, Donald Insall Associates (DIA). The options for the Theatre were additionally researched through specialist theatre consultants Bonnar Keenleyside, with input from theatre designers Anne Minors Performance Consultants.
- ii. A detailed cost analysis process was undertaken with Mott MacDonald as part of the briefing process, allowing a range of different schemes to be discussed, considered and costed before being amended or discounted.
- iii. In defining the scope which constitutes the basis of the HLF application, detailed review and testing, including benchmarking and profitability projections, were conducted by the project team, with input from the APTL Sales and Events team, selected clients and industry contacts. Feedback from the public consultation held in summer 2012, which attracted over 2,000 responses, and subsequent focus groups with a range of community and stakeholder groups, also helped influence the building of the brief and selection of the HLF scheme.

BBC Studios

- iv. The original plans and scope for the BBC, submitted as part of the HLF pre-application in September, incorporated access both via the East Court and the South Terrace, with interpretation in the Transmitter Hall (ground floor) and Studio A on the first floor. However, after a review of access and spatial connections, and consultation and discussion with the Statutory Advisory Committee and the APTG, we reconsidered the plans and changed the scope to feature refurbishment of both Studios A and B, and increasing the heritage gain for the building by opening both levels of the outer arches of the eastern colonnade. It was agreed that including Studio B, of great historical significance as the original Baird studio but in far worse state than Studio A, would provide greater heritage impact.
- v. Access is now directly via the East Court, strengthening connectivity from a single arrival point. Although the plan including both Studio A and B was more expensive as additional asbestos treatment would be required, we have cut costs in other

areas of the project – e.g. by omitting the ground floor Transmitter Hall - to ensure that the existing budget of £23.9 million has been retained.

Theatre

vi. Bonnar Keenlyside have conducted conservation, design and commercial research into the development of the Theatre plans, with flexibility of use and long term sustainability, both critical features of the options considered and finally agreed. Dialogue with cultural and community groups confirmed that retaining the Theatre in an ‘as found’ state would be more appropriate from a heritage perspective and would not compromise its attractiveness or commercial potential. Having been derelict and unused for such a long period of time, and currently in a very fragile state yet with extensive heritage features that we are keen to retain, the cost of fully restoring the Theatre to its original state and condition would have been prohibitive.

vii. Options that were considered included:

- Restoring the Theatre to its original state - this was discounted after consultation with clients, potential cultural partners and industry contacts, who encouraged us to retain the ‘magic’ of the Theatre in its current distressed state while sensitively conserving the fabric.
- Retaining the current raked floor - this was discounted as tenancy would have been limited to stage performance or cinema projection, which would have limited income opportunities; we have opted for a flat floor to provide maximum flexibility and functionality;
- Hydraulic floor system - this was discounted on the basis of cost;
- Various mechanical seating systems - while potentially saving turnaround time and saving storage space, these systems were discounted on the basis of cost; we have opted for loose seating that can be fixed together to enable seats to be used for a range of purposes including theatre in the round, banquets and weddings;
- Back-of-house facilities - we have reduced the specifications of the back of house areas (a new build behind the existing stage) to minimal but functional fit-out;
- Technical specifications - we have considered a range of technical specifications for the Theatre, consulting with clients and potential cultural partners during the design development process; we have opted for a minimal, low impact lighting and sound system that is consistent with peer venues in the London area and which minimises the risk of ‘over-investment’ in facilities without a guarantee that they will be sufficiently needed.

Public Consultation on the Masterplan

viii. In summer 2012, the Trust conducted a public consultation exercise across North London, asking local residents and businesses, Palace and Park users, and a range of community stakeholders to contribute their feedback on the AP Masterplan and regeneration proposals. Consultation information was circulated using print and on-line resources (from our website and iPad interviews) to reach the widest possible audience. Our consultation programme included an on-site exhibition at AP, targeted email shots to our visitor and community databases, hard copy mail shots, distribution through local libraries and schools, and an on-

line survey. A total of 2,146 questionnaires were completed and returned, with 21,000 brochures distributed across the local area to residents, council channels, community groups and businesses and supported by a number of email shots to both AP, business and supporter databases. 88% of the respondents were local to North London and 25% of respondents were from ethnic minority communities. The results showed that 32% of respondents had visited AP between one and three times each year, whilst over 30% had visited on more than eight occasions. Feedback during the consultation evoked much passion and enthusiasm - from the iconic significance of the building, to personal and childhood memories of historic events. Overall, 87% of respondents supported the broader regeneration plans, and prioritised the redevelopment of the Theatre and BBC Studios. Here are some comments from our on-line survey respondents:

“Our community and local businesses are very much in need of this local historical and social hub to be given the investment, promotion and redevelopment it is overdue. This would bring jobs and positive attention to Haringey.”

“I have loved Ally Pally all my life, even done some courting there as a teen and now my son loves it.”

“We should endeavour to match the vision of the Victorians to provide an inclusive, vibrant space with shops, hotels and facilities to draw visitors and locals.”

- ix. During the consultation period, the regeneration section of our website received over 5,600 detailed views and home page traffic totalling 70,000 users.
- x. During September and October 2012, we built upon our summer consultation by talking to fourteen key community and stakeholder organisations, representing hard to reach groups, about their ideas for the rejuvenation of the East Court, BBC Studios and the Victorian Theatre. Here are some of their comments:

“Ally Pally is potentially a huge cultural asset, only second to Spurs for this community.”

“They need to think about activities that transcend language barriers and really think about giving the local area a voice and identity.”

“Could young people programme some of the stuff that would happen there? That’s something lots of groups and young people would want to do.”

“There’s estates right at the bottom of Ally Pally, quite bad ones but Ally Pally itself, as far as I’m aware hasn’t been claimed, so that would be an excellent space to bring those young people together but you’d need experts involved.”

“We’re always looking for volunteer opportunities for people overcoming alcohol and drugs problems and we’d fully embrace working with Ally Pally to offer opportunities like that. It would be a beautiful setting for someone with those issues to volunteer in and really help their self-esteem and confidence. It’s all about giving a sense of purpose which this project could give the community. But they need to shout it from the roof tops!”

“It’s certainly of interest to us, and I think there is real scope for collaboration. What interests me is the theatre. We are based all of half a mile from Ally Pally, and we work with all the sorts of communities they are

talking about. It would seem a perfect fit for us to be a resident company in that space, which we would make available for community work etc as they say but which could also house the high-quality community work we will be producing ourselves, and the even higher-quality professional work.”

- xi. We have listened carefully to the feedback during the development and design process across the project, and are delighted with the passion and warmth that so many people feel for AP as a destination. Similarly, our thinking about activities has been shaped by our consultation with the hard to reach groups and we intend to continue that dialogue through our activity planning work.

SECTION FOUR: PROJECT OUTCOMES

4.1. What difference will your project make for heritage?

Heritage will be better managed

- i. Currently the Theatre and BBC Studios are inaccessible due to the poor state of the fabric. A new maintenance plan will be put in place for both areas, with additional income generated from donations, and charges for guided tours will be used by the Palace to meet running costs. By sharing the Palace's running costs with the public, they will connect with the future sustainability of the People's Palace and its heritage.
- ii. Working in collaboration with a specialist consultant and an Archivist, the APTS archive collection will be sorted, catalogued and digitised. We are currently in discussion with the LBH museum service at Bruce Castle about a suitable location and on-going collections management advice. Access will be available online and on site at AP. In its current form the Archive is stored in an APTS member's spare bedroom with a limited catalogue and limited accessibility.
- iii. Dedicated skilled staff will be recruited to develop volunteer opportunities alongside the community and education programmes. We will be engaging with the local community allowing greater opportunities for them to engage with the unique history of AP.

Heritage will be in better condition

- iv. A significant part of the bid is for conservation of the existing historic fabric, e.g. roof repairs, repairs to the fragile plasterwork of the Theatre ceiling, reinstatement of the appearance of the external facade at the SE corner (by removing 20th century blocking), removal of hazardous materials and unblocking the fine internal arches leading off the East Court.
- v. The APTS archive will be relocated to London, possibly the Haringey Archive based at Bruce Castle, and will be stored in appropriate conservation materials in environmentally stable conditions. The APTG object collection will either be on display or will be stored in an environmentally stable store at AP.

Heritage will be better interpreted and explained

- vi. Our Interpretation Plan will provide a structured hierarchical approach, interpreting AP and Park in the East Court alongside the story of the development of television in Studio A and the history of the Theatre in its foyer. Film shows in the Theatre

will form part of guided tours and learning sessions. Delivery will include 2D, 3D and displays including interactives and models, tours (which will include the stage machinery in the Theatre), plus access to digitally available information and research facilities. We will also use our website and other social media to support interpretation, provide additional topical information to inform and educate, and engage with the widest audience. Archive material will also be available online. Structured formal and informal learning programmes will comprise targeted activities in the Park, Palace and in the community.

Heritage will be identified and recorded

- vii. Collecting archiving and disseminating oral history will be a strong theme in our learning programme, involving both local community memories of AP as a destination and those of former BBC employees who worked within the Studios during a time of great innovation and change. Opening up the BBC Studios and the Theatre on a regular basis to the public will significantly improve access to the heritage.

4.2. What difference will your project make for people?

People will have developed skills

- i. Our project includes the development of a structured programme for heritage apprenticeships during the restoration of the building and is likely to focus on painting and decorating, plastering, brickwork, joinery and roofing. The apprenticeships will be built into the briefs for the construction work for the delivery phase.
- ii. We will have two archive internships per annum, plus six apprenticeships and four work experience students on pre-apprenticeship programmes. The two archive interns will be based predominantly at Bruce Castle specialising in sorting, cataloguing and digitising the collections. Our Activity Plan will include a Training Plan outlining on-the-job training and short course training available for our project staff, internships and volunteers, offering development of new skills in areas such as cataloguing/digitising of archive materials, curatorial services, website content development, customer care, presentations skills, communication and stewarding and evaluation of displays, events and activities.
- iii. Working in partnership with the Job Centre, Connexions, Work Solutions and Haringey Adult Learning Service Council we will support and host a selection of days where adults out of work in the Borough can shadow AP employees to gain an insight into different roles within the Trust and Trading Company.

People will have learnt about heritage

- iv. People will develop their knowledge and understanding of AP and its Park through interpretation in a variety of media, layered to appeal to the learning style and interests of a wider audience. Interpretation will be designed around the Palace, tours of BBC Studio A and B, the East Court and the Theatre, as well as a range of available online catalogues, exhibitions and resources. Our formal and informal learning programmes will provide the opportunity for local and visiting school children, adults and families, particularly from our target groups, to access and learn about AP's heritage through activities, events talks and workshops. Our

online exhibitions, activities and a catalogue will also be designed to attract our target audience. We will measure the success of our approach through online and hard copy visitor survey and evaluation forms and through individual in depth interviews.

People will have volunteered time

- v. A volunteering programme will be developed at AP for the first time and we will be actively recruiting from our target audiences, both those looking for heritage experience and those who would not normally think of engaging with a project of this nature. Over the duration of the project we aim to build up a team of 100 volunteers. We will offer a range of opportunities both back and front of house, including tour guiding, sorting and cataloguing archives, delivering formal and informal learning programmes and developing our web content. We will implement a structured volunteer management scheme, managed by our proposed Volunteer Coordinator, where we will monitor our performance against objectives and an appraisal system that will explore the benefits of the programme and how we can improve it.

4.3. What difference will your project make for communities?

Environmental impacts will be reduced

- i. We are designing in improved environmental performance as far as possible, bearing in mind that structural considerations such as single skin glass roofs will always be an issue. However with insulation of other roofs, and better control of our plant, energy efficiency will be improved. Management of the Park gives us opportunities to mitigate some effects, and we will continue to encourage use of public transport.
- ii. Our architects and contractors will endeavour to work with sustainable materials and recycle where possible, and are currently considering a range of options to improve the energy efficiency of the BBC Studios, Theatre and East Court spaces by improving insulation, installing under floor heating in the East Court, and creating more efficient lighting solutions.

More people and a wider range of people will have engaged with heritage

- iii. We aim to attract 100,000 visitors to one or more of the East Court, BBC Studios and Theatre, including nearly 7,000 schoolchildren and 1,500 members of the Haringey community. At the moment the Theatre and Studios attract just 2,400 people a year. Our formal and informal learning programmes and volunteer scheme will be especially important in achieving our goals and we will use them to engage with some of the most disadvantaged communities in Haringey.
- iv. The success of our consultation in attracting over 2,000 responses from a wide range of postcodes is both tangible evidence of public enthusiasm and helpful in establishing a database of individuals and community groups on which to build.
- v. Below are examples of the many conversations we have been having locally with community groups:

- Active Aspirations, a local performance and dance group who are keen to use the Theatre as a regular rehearsal and performance space. The students propose to use the history of the building as inspiration for new pieces of work.
 - Metaplay are a local amateur dramatics society, who would like to work with the Education Officer to deliver character led workshops alongside using the Theatre for their performances thus attracting a new audience for AP.
 - The Crouch End Festival Chorus is keen to work on a youth and community choir based in the Theatre. As seasoned performers we are working with them to organising a fund raising concert to support our project raising community awareness in the process.
 - Gospel Touch, a gospel choir who have expressed an interest in using the Theatre as a rehearsal and performance space to raise the profile of their organisation by building new relationships within the community. Gospel Touch, through its music, reaches out to BAME members and audiences we are keen to build on this strength to encourage and support greater diversity at AP.
- vi. Interpretation in the East Court is an important way of widening access because a very diverse visitor group of 120,000 currently pass through on their way to the Ice Rink. There is a significant 'family' representation.
- vii. Development of our website, with exhibitions, quizzes, competitions, activities and downloadable resources is another tool that will be used to capture different audiences. The current AP website attracts nearly 900,000 unique visitors a year.
- Your local area and community will be a better place to live, work and visit***
- viii. AP, because of its position, situation and history, has symbolic and iconic significance for its surrounding communities. It is a popular location with both locals and visitors and feedback during our consultation demonstrated the level of passion and warmth of associated memories, together with the mounting excitement about our proposals. The HLF bid gives us the opportunity to rejuvenate AP, providing people with a focus to their visit and adds to the visitor experience available on site.
- ix. In partnership with CSV Training and Enterprise, we will offer local companies the opportunity to undertake their corporate and social responsibility (CSR) activities at AP.
- Your local economy will be boosted***
- x. A recently commissioned Economic Impact Assessment of the entire regeneration project at AP estimated that around 200 jobs would be created at the Palace and a further 200 in the local area if development was implemented in accordance with the Farrells Masterplan. In addition to creating more jobs in the Theatre and BBC Studio A, the HLF bid would be the catalyst for longer term activity and development of the masterplan project. The impact on tourism and the events business would be positive and significant.

- xi. The project will actively allow us to engage with young people looking to develop a career in the heritage sector and those who are not in education, employment and training (NEET) and work with them to provide support and mentoring alongside developing heritage skills which are transferable outside of the sector. By working in partnership with Haringey Council and organisations such as CSV, New Deal of the Mind, the Job Centre and Connexions we aim to connect with the widest possible audience in order to have the greatest impact.
- Your organisation will be more resilient***
- xii. As well as strengthening our capabilities in delivering learning and community programmes and engagement, the project will improve beneficial use of the buildings and make a positive net contribution to our bottom line. The project will broaden our staff skills and expertise, introduce a new volunteering programme and will build on existing partnerships and start new ones. Critically, it will forge new partnerships with heritage and cultural institutions.
- xiii. To improve our internal governance, we are in the process of adding advisors and non-executive Directors to the Regeneration Working Group and both APTL and APPCT Boards who have specialist commercial, creative and regeneration expertise. This is being done with the full support and involvement of the LBH, who have places on each of the Boards and committees.
- xiv. Investment in the maintenance and management of the M&E systems required to support the BBC Studios, Theatre and East Court, which are currently derelict or in poor condition, and the implementation of improvements such as energy efficient lighting and heating systems, particularly in the East Court, will minimise the increased utility and operational expenses expected as a result of this project. These improvements will also support plans by the Palace to further upgrade M&E systems across the rest of the site to improve overall energy and operational efficiency.
- xv. Existing staff will have a greater understanding of heritage through the heritage skills training they receive and will in turn support and mentor joining interns and apprenticeships through their heritage training with the Palace.

4.4. What are the main groups that will benefit from your project?

- i. Our target audiences will include:
- Low income families, including single parents
 - Black, Asian and Minority Ethnic families and adults
 - Low income adults with an additional focus on 55+ years
 - Young people
 - NEET (Not in employment, education or training)
 - ESOL (English speakers of other languages)
- ii. We have arrived at these target audiences by looking at the profile of our Borough and through awareness of gaps in our existing audiences. We intend to test this thoroughly during the development phase.

SECTION FIVE: PROJECT MANAGEMENT

5.1. What work will you do during the development phase of your project?

- i. AP will undertake a formal OJEU procurement process to engage consultants to work with us during both the development and delivery phases. To maintain momentum, we will be seeking permission from the HLF to commence the procurement process in January 2013, before a Round 1 decision has been made, with appropriate break clauses, a strategy that has been reflected in the development and delivery phase timelines. We understand that this will be done at our own risk. We are expecting development procurement to take around six months. We are not expecting to receive a decision on our Round 1 application before April 2013, and our development phase will formally begin in June 2013 and last to May 2014.
- ii. Once the procurement process is under way, we will be undertaking the following work:
 - We will appoint a Lead Architect who will progress the designs to RIBA D stage. The Lead Architect, in consultation with the client team, will appoint and lead the design team, to include a Quantity Surveyor, Structural Engineer and Mechanical and Electrical Engineer. Additional advice will be given by the Trust's Conservation Architect. This team will develop the project and generate the designs, capital costs and images to support the Round 2 application requirements. These core consultants will be supported by additional specialist advisors in areas including theatre design, acoustics, interpretation strategy, health and safety and fire engineering.
 - A consulting Project Manager (PM) will be appointed to work closely with the client team to manage the design team and they will be responsible for producing the project timetable, the cash flow for the project, income and spending forecasts and will work with the client team and the business planning consultant to produce the project management structure.
 - The briefs for the internally and externally commissioned work for the delivery phase will be developed joint by the client, the PM and the design team.
 - Detailed cost plans for the delivery phase will be developed by the PM, design team and client team, which will include assessments of cash flow and funding requirements during the development works.
 - We will appoint an Activity Planning consultant to produce our Activity Plan, which will include extensive consultation to inform our formal learning, community engagement, volunteering and training programmes. A separate interpretation consultant will be appointed to develop the interpretation strategy and plan. The Activity Plan and Interpretation Plan will be programmed to commence immediately, so that they can inform and influence the design development.
 - Partnerships, including those with the LBH museum service at Bruce Castle and the Hornsey Historical Society, will be developed to offer joint education visits during the delivery phase of the project. Virtual tours of the BBC Studios and the Theatre will be developed for use during sessions to allow us to continue to offer workshops during the building works. In addition to joint workshops, we will

produce programmes and resource packs which **can be** delivered in schools using photographs, video and archive material led either by teachers or by a member of the Education team.

- The Job Descriptions for the new posts to be filled in the delivery phase will be completed by the client team.
- A Collections Management Planner will be appointed to produce a Collections Management Plan, which will describe the collections, assess their significance and make recommendations for future collecting, cataloguing, digitisation, storage and access to the collections.
- A Fundraising Officer will be recruited and appointed on a term contract basis for the development phase with an option to continue if our Round 2 application is approved.
- Development phase match funding will be identified and secured through both public and private sector channels, led by the Chief Executive and Fundraising Officer. There is an expectation that LBH will be the lead partner in sourcing the match funding.
- The project Business Plan will be written by AP client team, in consultation with the APTL trading company team, which will show how we will sustain project outcomes and meet any additional business costs; this will include cash flow and income projections, linking closely with the development of the project cost plans.
- A detailed management and maintenance plan will be developed for the delivery phase of the project by the client team, working closely with relevant consultants.
- Development of the brief for the evaluation consultant, to be appointment during the delivery phase.

We plan to submit our Round 2 submission at the end of May 2014.

5.2. Who are the main people responsible for the work during the development phase of your project?

- i. Our project team will be headed up by Duncan Wilson who, as Chief Executive and with extensive heritage renewal experience from previous roles in Greenwich and at Somerset House, will have overall responsibility for the development and implementation of the project, reporting to the Boards and committees that will provide governance and additional expertise.
- ii. We are in the process of recruiting a new Director of Regeneration and Property, who will bring strong regeneration, property development and commercial expertise to the team, play a leading role in developing and testing the business plans and cash flow projections for the project, and will be involved in the procurement and selection process of the consulting team moving forward. We expect this appointment to be made in early 2013.
- iii. The day to day aspects of the programme and the consulting team will be managed by Anne Kaiser, Programme Manager, working closely with the Director of Regeneration and Duncan Wilson. Anne will be managing the procurement and activities of the design consultants and overall consulting team during the development phase and drive the preparation and submission of the Round 2 bid.

- iv. Louise Johnson, Regeneration Coordinator, has a strong planning and development background and will provide administrative and project support across the programme.
- v. Melissa Tettey, Head of Learning and Community Engagement, and Isobel Aptaker, Learning Officer, were appointed in the second half of 2012 to start the development of a learning programme for AP. A qualified curator, Isobel will work alongside the Activity Planner Consultant to produce the delivery phase Activity Plan whilst continuing to develop and deliver formal learning programmes to schools.
- vi. The Fundraising Officer, who will be appointed on a contract basis for the 12 months of the development phase, will focus on identifying and security additional funding to support the bid and, working closely with the overall team, raising the profile of the project within the community.
- vii. We will request the HLF's permission to commence the procurement process for specialist design consultancies for development phase works (with appropriate break clauses) from January 2013.

Governance

- viii. The Regeneration Executive Team meets fortnightly and comprises Duncan Wilson, Anne Kaiser, Nigel Watts (Director Finance & Resources), Emma Dagnes (Commercial Director) and Keith Fraser (Head of Facilities & Estates). These meetings review current Regeneration issues relevant to the bid and the broader business, specifically focussing on issues such as overall design strategy and agree risk management, financial management, communications and relevant issues arising from the existing events business. The Director Regeneration and Property will join this team on appointment.

Regeneration Project Team

- ix. An external steering committee, the Regeneration Working Group, was established in mid-2012 and directed by the London Borough of Haringey to strengthen governance of the project and links with LBH. In addition to the Regeneration Executive Team, the RWG includes the LBH Director of Regeneration, the LBH Director of Corporate Resources, and Rick Wills, non-Executive Director of the APTL Board and a member of the Finance, Resource and Audit Committee. Two future external advisors will be added to the RWG in early 2013 to strengthen the commercial and technical expertise of the group. The RWG meets monthly and has a formal agenda and programme reporting structure. Minutes and actions are documented and circulated. The Director Regeneration and Property will join this team on appointment.
- x. The Chief Executive also reports to the APTL and APPCT Boards on report as well as the Statutory Advisory Committee and Finance, Resources and Audit Committee. All of these groups meet quarterly, with minutes and actions documented and circulated.

- xi. Regular design and development team meetings are held with the key consultant team, generally every three weeks but more frequently during the approach to key milestones during the project timeline. Team meetings will be held at least every three weeks during the development phase.
- xii. A Gateway review was commissioned by LBH earlier this year to review progress and governance of the project, and a follow up review will be commissioned during the next 12 months to track progress.

5.3. Complete a detailed timetable for the development phase of your project

Activity	Start date	End date	Who will lead this activity?
Procurement of consultants	January 2013	May 2014	Programme Manager
Activity Plan	June 2013	November 2013	Head of Learning
Collections Management Plan	June 2013	November 2013	Head of Learning
Conservation Plan – review and adjust as needed	June 2013	September 2013	Conservation Architect
Project business plan	June 2013	May 2014	Director Regeneration and Property
Development of the capital works to RIBA D	June 2013	May 2014	Design team
Interpretation Plan	September 2013	December 2013	Head of Learning
Development of Interpretation to RIBA D	November 2013	May 2014	Interpretation consultant
Management and maintenance plan	January 2014	May 2014	Head of Facilities

5.4. Complete a summary table for the delivery phase of your project

Activity	Start date	End date	Who will lead this activity?
Procurement of major capital works package	April 2014	November 2014	Programme Manager
Apply for planning permission and listed building consent approval	April 2014	July 2014	Lead Architect
Recruitment and appointment of Digital Archivist (2 years)	September 2014	October 2016	Head of Learning
Construction phase start on site	February 2015	October 2016	Project team, construction and design team

Recruitment and appointment of other new roles - Learning Officer, Community Engagement Coordinator, Volunteer Coordinator (4 years)	November 2015	December 2019	Head of Learning
First stage of Activity Plan Implementation (1 year)	February 2015	September 2016	Head of Learning
Evaluation report on construction phase initiated, finalised and released	June 2016	November 2016	Programme Manager
Full Activity Plan implementation (3 years)	November 2016	December 2019	Head of Learning
Evaluation strategy on Activity Plan agreed and undertaken	June 2019	July 2019	Head of Learning

SECTION SIX: AFTER THE PROJECT ENDS

6.1. How will you maintain the outcomes of your project after the grant ends and meet any additional running costs?

- i. The APPCT will continue to be landlord of the rest of the Palace and Park site – the Great and West Halls will continue to be hired out as event spaces, and the existing Ice Rink will continue to be used as a community and commercial facility. The APTL events business will assume responsibility for the sales and delivery of the Theatre and marketing of the restored areas resulting from the HLF-supported restoration and development. There will be possibilities for cross-fertilisation and economies of scale in running commercial and community events in the Theatre in tandem with these other spaces. This in turn will deliver economies of scale in running the place (e.g. facilities management, security) and create opportunities for partnerships, e.g. between hotel and Theatre, and for smaller concerts than we can provide for in the 10,000 capacity Great Hall.
 - ii. New staff recruited to support the Theatre (including a Theatre Manager, Technical Manager and Administrator) will be directly funded by APTL and have been included in the overall business planning and strategy to date. The business plans will be refined during the development phase and submitted as part of the Round 2 information.
- Heritage will be better managed***
- iii. Our business plan has shown that by the end of the HLF's investment in our project we are confident that we will be able to continue to fund both a Volunteer

Coordinator and Community Outreach Officer. Should we be unable to self-fund both of these posts we will endeavour to source external funding for both/one of these posts to ensure the legacy of the project.

Heritage will be in better condition

- iv. Currently both the Theatre and the BBC Studios are derelict and not open to the general public. The HLF investment will allow us to open both the BBC Studios and the Theatre as a visitor attraction and learning and community space whilst the East Court will be returned to its former splendour with a striking glazed roof.
- v. Ongoing maintenance agreements will be incorporated into our long term maintenance plan for the management of these spaces.

Heritage will be better interpreted and explained

- vi. The main interpretation in the East Court, BBC Studio and Theatre Foyer will tell the story of the history of popular entertainment at AP. Regular temporary exhibitions showcasing the collection and/or curated by school and community groups will attract repeat visitors. Using the partnerships created throughout the development and delivery phase with local and national museums the AP Education Officer, a trained Curator, will continue to produce temporary exhibitions co-curated with schools and community groups to showcase material from our Collection alongside objects and materials on loan from other organisations.
- vii. Permanent AP staff will receive training throughout the duration of the project to work on interpreting the collection digitally and making it accessible through social media and our website. Oral history and material collected during the project will be transcribed and digitised by volunteers under the supervision of AP staff or the archivist at Bruce Castle.
- viii. During the project the Volunteer Coordinator will produce a pack for new volunteers to include an introduction to volunteering at AP, a tour script along with safeguarding and health and safety policies. The pack will continue to be updated and used for all new recruits to ensure that all visitors on guided tours receive historically accurate information. New volunteer tour guides will be tested by existing volunteers (and staff where appropriate) on the information and key dates before leading public tours.
- ix. We aim to self-fund or externally fund the Volunteer Coordinator after the project. We also plan to train one or two people in the volunteer team assist the Volunteer Coordinator with their role where appropriate.

Heritage will be identified /recorded

- x. During the project we will have identified the most suitable way of recording, transcribing, digitising and storing oral histories of people. Our Community Outreach Officer, supported by volunteers, will continue to collect memories and make them accessible on line.
- xi. The collection will continue to be stored and catalogued under the supervision of the Archivist at Bruce Castle and Archive interns in training for professional

qualifications. We will continue to make archive material accessible online both on and off site to allow the widest possible audience to engage with our collections and story.

People will have developed skills

- xii. Throughout the project AP will continually evaluate all of the programmes offered. After the project, the Community Outreach Officer will analyse the report and work in partnership with other organisations (such as New Deal of the Mind) to offer subsidised opportunities for entry level jobs in the arts. It is our hope that Individuals and groups trained during the project will work as ambassadors to encourage new people to develop business heritage skills at AP.
- xiii. Interns and Apprentices trained through the programme will continue to receive support and mentoring from Learning and Community team after their placements have ended.

People will have learnt about heritage

- xiv. Having access to the catalogues at AP and Bruce Castle (and online) will allow both permanent staff and volunteers to continually learn about their heritage.
- xv. An externally funded Education Officer together with a Community Outreach Officer will remain in post to continue delivering workshops to groups identified and engaged with during the project.
- xvi. Through partnerships developed during the project such as with Metaplay, Hornsey Historical Society and Bruce Castle AP will continue to offer opportunities for the widest possible audience to learn about heritage.

People will have volunteered time

- xvii. Through our delivery phase we will invest in training our volunteer team to the highest possible standards. Our existing team of volunteers will act as ambassadors to new recruits interested in donating their time.
- xviii. We aim to self-fund or externally fund the Volunteer Coordinator after the project. In addition we hope to train one or two people in the volunteer team to assist the Volunteer Coordinator with their role where appropriate.
- xix. Through our partnership with Bruce Castle we will continue to offer archive internships and volunteering opportunities and our Learning and Community team will also offer heritage interns (externally funded) where suitable roles can be identified.

Environmental impacts will be reduced

- xx. Working in conjunction with Transport for London and First Capital Connect we will encourage the visiting public to use alternative transport and will include a journey planning tool on the website. We will work our sister Trading Company to investigate the introduction of parking charges on event days which we hope will discourage car users. (This will not include disabled visitors for whom have no alternative means of travel). We will update our website to show the

environmental statistics and for the public to measure their carbon footprint to promote greener transport.

- xxi. Investment in energy-conserving plant in the project, such as heating and lighting systems, will improve our overall energy efficiency.
- xxii. Recycling initiatives have already been introduced across the AP site and will be improved and expanded on as the accessible spaces within the Palace increase.
- xxiii. We will encourage both Educational and Community groups to receive electronic copies of our guidelines downloaded from our website. Hard copies will only be sent out when specifically requested.

More people and a wider range of people will have engaged with heritage

- xxiv. With the partnerships developed throughout the project the self or externally funded Education and Community Officer will continue to deliver programmes for all audiences ensuring that we continually engage our hard to reach audiences. Through data capture we will create and manage databases to provide specific electronic mail for bespoke projects.
- xxv. As part of the project we will have trained our Friends and volunteer groups in heritage skills who we will encourage to act as ambassadors to deliver our legacy.

Your local area and community will be a better place to live, work and visit

- xxvi. Public consultation has indicated that young people felt AP was one of the few “safe” or “neutral spaces” within the Borough not marked out as “gang territory”. Working with partnerships developed by our Community Outreach Officer we will endeavour to build on our reputation as a community resource by positive engagement with a wider audience.
- xxvii. In partnership with CSV Training and Enterprise and through advertising we will offer local companies to complete their corporate and social responsibilities (CSR) at AP offering a unique heritage package.

6.2. How will you evaluate the success of your project from the beginning and share the learning?

- i. During the Development Phase, we will evaluate progress against targets set in the Round 1 bid. Our Activity Plan work will also provide us primary and secondary market research. In addition we will have systems in place to ensure that our Development Phase work is on schedule and on budget. At the end of the Development Phase we will write a short evaluation report, summarizing our experience and lessons learned, which will be summarised on our website.
- ii. During the Delivery Phase, we will appoint a consultant to draw up the evaluation framework to measure performance during the Delivery Phase, both in construction and in the early years of operation.

- iii. An Evaluation Report will be completed once the Delivery Phase is completed, which will tell the story of what happened in the Delivery Phase, its successes and challenges and lessons learned. That too will be summarised on our website.

Ongoing visitor feedback, which is already a key part of the Palace's customer service policy, will continue and provide us with an indication of customer satisfaction across a range of criteria and invite feedback on areas for improvement and ideas on how to improve our heritage and cultural engagement

6.2 SAC chair letter

Denis Heathcote
11 Burlington Road
Muswell Hill
London N10 1NJ
28 November 2012
0208 883 9216

Duncan Wilson
Chief Executive, Alexandra Park and Palace
Alexandra Palace Way
London N22 7AY

Dear Duncan,

In my capacity as Chairman of the Alexandra Park and Palace Advisory Committee I wish to express the support of the Committee for the submission to the Heritage Lottery Fund. I understand that this expression of support may be helpful in strengthening the bid and may be forwarded to the HLF.

The Advisory Committee was established under the terms of the Alexandra Park and Palace Act 1985 "to promote the objects of the charity and assist the Trustees in fulfilling the trusts by considering and advising the Trustees" on a number of specified matters , including "the general policy relating to the activities and events arranged...in the Park or Palace". Members are elected councillors and representatives of residents' associations in the immediate neighbourhood. As a matter of practical policy, the Advisory Committee has met jointly on an informal basis with the Consultative Committee for the past two years, in order to create the widest possible range of informed views to assist the Trustees in the exercise of their responsibilities.

Members of the Committee particularly appreciate that the extensive, independent, public consultation exercise conducted in recent months gave local residents and all interested parties ample opportunity to express preferences and views about the proposed regeneration. They welcome the fact that those views are so clearly reflected in the proposals now brought forward.

They also welcome the emphasis on regeneration in partnership in contrast to earlier attempts on what proved to be an unacceptable basis. Restoration of the historic areas of the Theatre, BBC studios and the East Court and their use for public, educational and recreational purposes is especially welcome.

Committee members are much encouraged by the initiatives designed to renew and restore the architecturally significant elements of the East end of the Palace, especially some unblocking of the south facade, by removal of the rather crude infilling in the 1930s.

These proposals do justice to both heritage and architectural interests and offer a realistic chance of achieving a viable future for the Palace, and one which recognises both economic need and renewed access by residents and the public in general.

The views expressed after recent discussion of the bid proposals leave me in no doubt that I can and should ,on behalf of the Committee, express wholehearted support for the

regeneration proposal which underpins the submission.

Yours sincerely,

Denis Heathcote, Chair of the Advisory Committee.

6.3 CC chair letter

COLIN MARR

**3 Methuen Park
London N10 2JR
Tel: 020 88839069 or 07985 659863**

Duncan Wilson
Chief Executive, Alexandra Park and Palace
Alexandra Palace Way
London, N22 7AY

22 November 2012

Dear Duncan,

Letter in support of the submission to the Heritage Lottery Fund

I am writing in my capacity as chairman of the Alexandra Palace and Park Consultative Committee to convey the support from the committee for the forthcoming submission to the Heritage Lottery Fund (HLF). This letter is written with the understanding that it could be sent on to the HLF to help strengthen the bid.

For the benefit of the HLF I should first explain something of the context of the Consultative Committee (CC), which is one of the two committees established specifically to help the Board of Trustees in carrying out its duties. It does not have statutory authority, but through its membership and constitution it plays a role as both a consultative forum and as a source of informed views for the Board. The CC's membership includes representatives from support groups for various historical aspects of APP (such as the theatre, the studios, the park and the organ) and representatives of groups dedicated to architectural conservation and history – all in addition to representatives of local residents associations.

The CC has been pleased to be party to some major changes with regard to APP that have taken place over the past five years. We have been acutely aware of the limitations of earlier schemes to regenerate the palace, which failed to do justice to the heritage of the building and its potential as a place of public resort and benefit. We have been encouraged by the developments in the more recent past with the adoption of policies and plans that put regeneration on a more firm and rational footing, and we have played a part in helping bring this about.

For the first time in many years we now have a credible plan that will bring the palace back to life in a way that should make it economically viable at the same time as doing justice to its heritage. We particularly welcome the prospect of restoration and opening up of the theatre, the TV studios and the East Court. We attach huge importance to letting the public back into these previously hidden gems and almost derelict spaces.

Our support for these ideas has been reinforced through the wider public consultation programme that was conducted earlier in 2012. We particularly noted the strong public support for opening up both the Victorian theatre and the historically important BBC TV studios.

On behalf of the Consultative Committee I unhesitatingly give our support to the submission and commend it to the HLF.

Yours sincerely,

Colin Marr – Chairman Alexandra Palace and Park Consultative Committee.

7. Recommendations

7.1 That the Committee notes the report.

8. Legal Implications

8.1 The Council's Head of Legal Services has no comments on the report, save to confirm that the contents do fall within the Advisory and Consultative Committees Constitutional terms of reference.

9. Financial Implications

9.1 The Council's Chief Financial Officer notes the report

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