



NOTICE OF MEETING

Alexandra Palace and Park Board

THURSDAY, 7TH FEBRUARY, 2013 at 19:30 HRS - ALEXANDRA PALACE, ALEXANDRA PALACE WAY, WOOD GREEN, LONDON N22.

Councillors:

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

Non-voting representatives:

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

Observer:

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

AGENDA

1. APOLOGIES FOR ABSENCE

2. URGENT BUSINESS

The Chair will consider the admission of any late items of urgent business. (Late items will be considered under the agenda item where they appear. New items will be dealt with at items 10 & 18 below)

3. DECLARATIONS OF INTERESTS

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

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

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

Disclosable pecuniary interests, personal interests and prejudicial interests are defined at Paragraphs 5-7 and Appendix A of the Members' Code of Conduct.

4. QUESTIONS, DEPUTATIONS OR PETITIONS

To consider any questions, deputations or petitions received in accordance with Part 4, Section B29 of the Council's Constitution.

5. MINUTES (PAGES 1 - 18)

- i. To confirm the unrestricted minutes of the Alexandra Palace and Park Board held on 6 November 2012 as an accurate record of the proceedings.
- ii. To receive the minutes of the Alexandra Park and Palace Advisory Committee held on 16 October 2012 and to consider any recommendations from that Committee.
- iii. To receive and consider the minutes of the informal joint Alexandra Palace and Park Consultative Committee, and Alexandra Park and Palace Advisory Committee held on 16 October 2012.

6. REPORT OF THE CHIEF EXECUTIVE (PAGES 19 - 32)

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

- Events calendar and update
- Outdoor events paper
- English Heritage capital repairs project
- Measures post GLA elections update

7. REGENERATION REPORT (PAGES 33 - 68)

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

- An update of regeneration activities including the property advisor tender process, recruitment and communications strategy
- Fundraising
- HLF grant submissions update
- Procurement Plan

8. REPORT OF THE FINANCE AND RESOURCES DIRECTOR (PAGES 69 - 72)

To receive the report of the Director of Finance and Resources, Alexandra Palace, detailing:

- Trust Management Accounts to December 2012

9. REPORT OF THE PARKS MANAGER (PAGES 73 - 76)

To receive the report of the Parks Manager, Alexandra Palace, detailing:

- 150th Anniversary celebrations
- Dog Control Orders
- Campsbourne update
- Cricket club drainage scheme
- Gate closures

10. ANY OTHER UNRESTRICTED BUSINESS THE CHAIR CONSIDERS TO BE URGENT

11. FUTURE MEETINGS

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

12. EXCLUSION OF THE PUBLIC AND PRESS

Items 13-18 are likely to be subject of a motion to exclude the press and public from the meeting as they contain exempt information as defined in Section 100a of the Local Government Act 1972; Para 2 – Information which is likely to reveal the identity of an individual and Para 3 - information relating to the business or financial affairs of any particular person (including the authority holding that information).

13. MINUTES (PAGES 77 - 82)

To confirm the exempt minutes of the Alexandra Palace and Park Board held on 6 November 2012 as an accurate record of the proceedings

14. REPORT OF THE PARKS MANAGER - CONTRACT EXTENSION (PAGES 83 - 90)

15. **HLF LEARNING AND COMMUNITY PROGRAMME BID (PAGES 91 - 96)**
16. **TRUST AND TRADING MANAGEMENT ACCOUNTS & RISK REGISTER (PAGES 97 - 108)**
17. **BOARD ADVISORY APPOINTMENT (PAGES 109 - 114)**
18. **ANY OTHER EXEMPT BUSINESS THE CHAIR CONSIDERS TO BE URGENT**

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30 January 2013

**MINUTES OF THE ALEXANDRA PALACE AND PARK BOARD
TUESDAY, 6 NOVEMBER 2012**

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 style="text-align: center;"><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> |

**MINUTES OF THE ALEXANDRA PALACE AND PARK BOARD
TUESDAY, 6 NOVEMBER 2012**

| | |
|------------------------|---|
| | <p>i) That the unrestricted minutes of the Alexandra Palace and Park 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><i>Councillor Cooke in the Chair</i></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 |

**MINUTES OF THE ALEXANDRA PALACE AND PARK BOARD
TUESDAY, 6 NOVEMBER 2012**

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| | <p>to short-list candidates to recommend to the Board.</p> <ul style="list-style-type: none"> • The list of potential candidates would be available in January. <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> |

**MINUTES OF THE ALEXANDRA PALACE AND PARK BOARD
TUESDAY, 6 NOVEMBER 2012**

Mark Evison – Park Manager, Alexandra Palace – introduced the report as set out.

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

**MINUTES OF THE ALEXANDRA PALACE AND PARK BOARD
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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 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

**MINUTES OF THE ALEXANDRA PALACE AND PARK BOARD
TUESDAY, 6 NOVEMBER 2012**

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| | <p>i) That the contents of the report be noted;</p> <p>ii) That the proposal for a Major Grant bid to the Heritage Lottery Fund be approved; and</p> <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</p> <p>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</p> |

**MINUTES OF THE ALEXANDRA PALACE AND PARK BOARD
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| | <p>The recommendations were agreed.</p> |
| APBO261 | STAFF MATTERS |
| | <p>The recommendations were agreed.</p> |
| APBO262 | OUTSTANDING LEGAL MATTERS |
| | <p>The recommendations were agreed.</p> |
| APBO263 | ANY OTHER EXEMPT BUSINESS THE CHAIR CONSIDERS TO BE URGENT |
| | <p>There was no such business.</p> |

COUNCILLOR MATT COOKE

Chair

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**MINUTES OF THE ALEXANDRA PARK AND PALACE ADVISORY COMMITTEE.
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

| | |
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| 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 |

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

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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 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:

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|---|----------------------|
| 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:

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|---------------------|---|--------------------------|
| 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:

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| 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

**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**

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 |
|-----------------------|--|
| APSC87. | <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> |
| APSC88. | <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> |
| APSC89. | <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> |
| APSC90. | <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
TUESDAY, 16 OCTOBER 2012**

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| | <p>iii) To note the minutes of the Alexandra Palace and Park Board held on 7 June 2012.</p> <p><u>Matters Arising</u></p> <p><u>Red Bull</u> 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.</p> <p><u>Alexandra Palace and Park Board notes</u> 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.</p> <p>RESOLVED that the draft notes of APPB minutes would be included in future agenda packs for the SAC/CC.</p> |
| <p>APSC91.</p> | <p>PARK ACTIVITIES UPDATE</p> <p>Received the Park Activities Update as set out in the agenda papers, introduced by Mark Evison – Park Manager, Alexandra Palace.</p> <p>NOTED</p> <p><u>Improvements to Cricket Grounds</u></p> <ul style="list-style-type: none"> • 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. <p><u>Funding for the south-eastern corner of the Park</u></p> <ul style="list-style-type: none"> • 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. <p><u>Park entrances – overnight gate closures</u></p> |

**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**

- 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.

**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**

| | |
|----------------|---|
| | 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> |

**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**

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

Gordon Hutchinson

Chair

Signed by the Chair

Date

Alexandra Palace & Park Board

7 February 2013

Report Title: **Report of the Chief Executive**

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

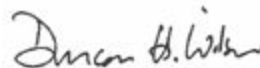
1. Purpose

- 1.1 To update the Board on the main events to be held at the Park and Palace over the next six months;
- 1.2 To seek the Board's views on a draft strategy for outdoor events;
- 1.3 To update the Board on progress with the fabric repair project due to start on site shortly, supported by English Heritage grant;
- 1.4 To report back on measures taken after the problems with power supply to the GLA election count last year.

2. Recommendations

- 2.1 That the Board notes the contents of the report.
- 2.2 That the Board notes the advice of the Advisory and Consultative Committees on outdoor events paper in particular, and give sits own views so that a further revised draft can be prepared

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



Contact Officer: **Duncan Wilson, Chief Executive, Alexandra Palace & Park, Alexandra Palace Way, Wood Green N22 7AY Tel No. 020 8365 4321**

3. Executive Summary

- 3.1 The report provides background on events and major fabric repairs coming up over the next few months.
- 3.2 Measures taken following the GLA election count are documented.
- 3.3 The outdoor events strategy is presented for initial consideration, as a basis for further work and consultation.

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. Events update

6.1 The table set out below lists the main events due to be held over the next six months in Park and Palace.

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 Fair | 9 – 10 Feb 2013 | GH |
| Organ Concert | 19 – Feb 2013 | GH |
| RYA Dinghy Show | 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 |
| Live music -Suede concert | 30 March | All areas |
| 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 Fair | 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 |
| Tattoo Show | 23 May – 26 May | Great Hall |
| 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 |
| Red Bull event in Park | 14 July, build and strike 10 July to 16 July | Park and road in front of and E of Palace |
| 150 th Park anniversary event | 21 July | Throughout Park |

7. **Draft Outdoor events strategy**

- 7.1 A draft “outdoor events” strategy is attached for discussion at Appendix 1. This has been discussed already by the SAC and CC at their meeting on 15 January, and some changes have been made as a result. The main comments focussed on environmental impacts and significance, disturbance and making more specific proposals as to which sorts of events would be encouraged/allowed – and which not. There was also some discussion on the frequency of major events. I suggest that we should wait for the more detailed advice of an independent expert on the type, frequency and size of event which the Park could accommodate within the overall parameters of the strategy before setting firm and definitive guidance on these points.
- 7.2 The strategy is therefore attached for comment and discussion, prior to adoption as a “working draft”. Further discussion will be needed at Board and SAC /CC when the advice of an independent events consultant has been obtained on the type, frequency and size of events which might be accommodated within the parameters of the strategy.

8. **Fabric repair project**

- 8.1 The Board will recall that in 2012 English Heritage offered £258k in grant towards a fabric repair project comprising structural repairs to the SW colonnades and re-roofing of the derelict pavilions on either side of the entrance to the East Court (ice rink foyer).
- 8.2 After various difficulties including a change in scope following a major cost increase, as a result of advice from structural engineers that we need to replace the first floor concrete slab in the colonnades, we have agreed a price within budget for the whole job of £421k plus fees and contingencies with the most competitive contractor. We hope to start on site as soon as the weather improves sufficiently. The programme lasts some 22 weeks, and we have taken care to inform events organisers of any impact and minimise the consequent disruption. We have reserved the right to stop work at any stage, although we would prefer not to do this because of possible cost implications.

9. **Actions taken following problems at AP during GLA election count, May 2012**

- 9.1 When this issue was first discussed I undertook to report back to the Board with action taken following the problems we encountered with a power outage affecting the Great Hall at the beginning of the GLA election count.
- 9.2 Our investigations confirmed that the source of the problem was a sub-contractor being given access by our main security and maintenance contractor, Europa, to carry out urgent repairs to the sprinkler system. An unforeseen consequence of this work was that power to the floor sockets in the Great Hall was temporarily disrupted, which interrupted the electronic vote counting. Much if not all of the time was made up by changes in procedures, but further problems unconnected with the venue complicated the situation and the announcement of the result was later than expected.
- 9.3 We have tightened up on site access procedures to ensure that contractors must be pre-authorised and that authorisation is closely documented. Pre-event security briefings explicitly cover such points.

10. Legal Implications

- 10.1 The Council's Head of Legal Services has no comments on this report.

11. Financial Implications

- 11.1 The LBH Chief Financial Officer's notes the difficulties around progressing the Colonade work, set out in paragraph 8 and stresses the importance of written agreement from English Heritage is still available before entering into any contracts.

12. Use of Appendices/Tables/Photographs

- 12.1 Appendix 1 Draft outdoor events strategy

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 Park is the responsibility of the Trustees of 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 – The operating guidance document will include a park specific environmental impact assessment however all organizers will also 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. There will also be a limit of no more than 28 days to include build, event and breakdown.
- 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. - Low on infrastructure | <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 informed via quarterly “look |

| | | |
|--------|--|---|
| | <ul style="list-style-type: none"> - Repeat events i.e. funfair and circus | <p>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.

*The Park will be limited to no more than three events per year that attract 10,000+ people

11. Communications

11.1 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.

11.2 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.

11.3 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

12. **Attachments**

12.1 Comparison table demonstrating events days on other London parks

12.2 Implementation plan

Attachment 12.1

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 12.2

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 |

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Alexandra Palace & Park Board

07 February 2013

Report Title: **Regeneration Update**

Report of: **Duncan Wilson, Chief Executive, Alexandra Palace Charitable Trust**

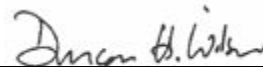
1. Purpose

1.1. To update the Board on the recent activities of the Regeneration programme.

2. Recommendations

2.1. That the Board notes the contents of the report.

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



Contact Officer: **Duncan Wilson, Chief Executive , Alexandra Palace & Park,
Alexandra Palace Way, Wood Green N22 7AY Tel No. 020 8365 4320**

3. Executive Summary

3.1. The report provides an update on Regeneration activities since the last meeting, including the property advisor tender process, recruitment, communication/lobbying/PR, fundraising and the HLF grant submissions.

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. Property advisor tender

6.1. A competitive tender using the HCA framework panel was conducted during November/December. Of the twelve consultants invited to tender, five did not respond, two declined to submit and four attended mid-tender reviews. Three formal bids were received. Clarification interviews with all three submitting companies were held in January 2013.

6.2. The appointed property consultant will be responsible for advising APPCT on the following:

6.2.1. Procurement options and a development strategy;

6.2.2. Negotiations on the development/ building agreement and lease terms including the possibility of commercial contractual arrangements with one or a number or a consortium of developer/ operators;

6.2.3. The robustness or otherwise of the development appraisal information already supplied to APPCT.

- 6.3. On the basis of quality of submission, expertise and value, the award of the contract was made to Knight Frank.
- 6.4. The tender has been split into three phases comprising (i) research, soft market testing and the production of an Information Memorandum, (ii) development of a marketing pack and subsequent negotiations with prospective operators/ developers and (iii) the implementation and delivery of the preferred route. The first phase of this work is to commence in early February 2013.

7. Recruitment

- 7.1. After inviting four agencies to submit proposals for the recruitment of the **Director Regeneration and Property**. MacDonal and Company was selected and appointed. They are specialists in property and regeneration recruitment.
- 7.2. A total of 13 CVs have been received for review, from which a shortlist of five candidates has been selected.
- 7.3. First round interviews expected to be conducted in the first week of February. Second round interviews with representatives of the Board are expected to be conducted later in February.
- 7.4. Claire Pendleton will join the Trading Company as a full time, permanent **Communications Officer** to manage communications and PR activities for the Trust and Trading Company, including regeneration. Claire will commence on 18 February 2013.

8. Communications, lobbying and PR

- 8.1. A communications vision and strategy review is currently being conducted by an external consultant, Jo Bergdahl, including consultation with some key stakeholders and staff. The aim is to ensure that our vision for the whole regeneration project is sufficiently robust, consistent and compelling as we approach market testing.
- 8.2. The review is expected to be completed in late February, and the priorities identified will be set as objectives for the Communications Officer over the next three to six months.

9. Fundraising

- 9.1. To support the significant match funding required as part of the HLF Major Heritage Grant application (£7.1m), a fundraising strategy is currently being developed, which will identify potential funding targets in both the public and private sector, and exploring opportunities for fundraising initiatives with stakeholders, community groups, and across the business. The HLF Development phase includes the appointment of a Fundraising Officer to lead this process, working closely with the Chief Executive and other key project team members.

10. HLF Update

- 10.1. **HLF Major Heritage Grant Application:** A Round 1 Major Heritage Grant application to restore the BBC Studios, Theatre and East Court was submitted to the HLF on 30 November, with a request for £16.8m in funding from a total project

cost of £23.9m. The balance of funding will be sourced from a range of public and private sources, which will be addressed by the Fundraising Strategy. A site visit with representatives from the HLF has been scheduled for 1 February, after which the submission be reviewed by the HLF Trustee Board on 23 April 2013. We expect a response in late April or early May on whether our application has been approved to progress to Development stage, which on current timelines would be scheduled to commence in June 2013. The principal text of the bid is attached at Appendix 1 for reference; it has been shown to the SAC and CC.

- 10.2. **HLF Your Heritage Grant Application:** A smaller, education and learning-focussed Your Heritage Grant pre-application was submitted on 19 December for £80,000. The application involves support for a range of education and community learning initiatives being developed by the Learning and Community Engagement team and essential (but minor) refurbishment of the Transmitter Hall, which will be used to deliver the learning and community programmes. Delivery will be from 2013-2016, prior to the completion of the work to the BBC Studios and Theatre which is the subject of the Major Grant bid. Formal feedback is expected shortly, with a full application expected to be submitted in late February/early March 2013. A decision will be expected within eight weeks of submission.

11. Procurement and Governance

- 11.1. A Procurement Strategy is being prepared to approach the next phase of the HLF Major Grants application. Using a range of tender processes that will comply with both LBH and HLF guidelines, a number of lead and specialist consultants will need to be selected and appointed to support the Development and Delivery phases of the project.
- 11.2. To support on-going governance and progress of the Regeneration programme, a second Gateway Review has been scheduled in October 2013.

12. Recommendations

- 12.1. That the Board notes the contents of the report.

13. Legal Implications

- 13.1. The Council's Head of Legal Services has been consulted in the preparation of this report, and makes the following comments.
- 13.2. The award of the contract was properly made in accordance with Contract Standing Orders by the Chief Executive of Alexandra Palace, being a contract under the value of £250k.

14. Financial Implications

- 14.1. The council's Chief Financial Officer notes the updates provided.

15. Use of Appendices/Tables/Photographs

- 15.1. Appendix 1 – text of HLF Major Grant application

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 is 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.
- vii. 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

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

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

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

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

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

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

- ix. 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.
- x. 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).

- xi. 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. On-going 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.
- iv. 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

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Report Title: **Report of the Finance and Resources Director**

Report of: **Nigel Watts, Director of Finance and Resources**

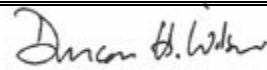
1. Purpose

1.1 To update the Board of the financial results for the 9 months ended 31st December 2012.

2. Recommendations

2.1 The Board is asked to note the financial results for the 9 months ended 31st December 2012.

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



Contact Officer: **Nigel Watts, Director of Finance and Resources, Alexandra Palace & Park, Alexandra Palace Way, Wood Green N22 7AY Tel No. 020 8365 4310**

3. Executive Summary

3.1 The management accounts for the nine months ended 31st December 2012 are tabulated against budget at Appendix 1.

3.2 The Trust deficit before regeneration costs, and excluding accrued Gift Aid was £1,860k compared to the budget of £1,942k, and underspend of £82k. Net regeneration expenditure was £430k, £152k lower than the operating budget.

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

4.1 N/A

5. Local Government (Access to Information) Act 1985

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

6. Trust Financial Results

- 6.1 The management accounts for the nine months ended 31st December 2012 are tabulated against budget at Appendix 1, broken down by the major areas of Trust activity.
- 6.2 The Trust deficit before regeneration costs, and excluding accrued Gift Aid was £1,860k compare to the budget of £1,942k, and underspend of £82k. Net regeneration expenditure was £430k, £152k lower than the operating budget.
- 6.3 We are forecasting that the Trust deficit will be £100k greater than budget for the year but that this will be more than offset by additional gift aid from the trading company. The extra expenditure in the Trust arose as a result of the HHH and Red Bull events, all of which has been recovered by APTL in additional revenue from those events.
- 6.4 We are forecasting that Regen expenditure will be £150k less than budget for the year. The programme of work for the Regen project changed significantly after the original budget was with some elements of the programme being deferred into 2013/14. We will be seeking LBH's permission to carry any underspends over to cover future costs.

7. Legal and Financial Comments

- 7.1 The Council's Head of Legal Services has no comments on this report.
- 7.2 The London Borough of Haringey's Chief Finance Officer notes the contents of this report.

8. Equalities Implications

- 8.1 There are no perceived equalities implications.

9. Use of Appendices / Tables / Photographs

- 9.1 Appendix 1 – Management accounts for the period ended 31st December 2012.

Appendix 1

| ALEXANDRA PARK AND PALACE CHARITABLE TRUST | | | | | | ALEX02 |
|--|------------------|------------------|---------------|--------------------|--------------------|----------------|
| Mangement Accounts for the 9 Months Ended 31 December 2012 | | | | | | 2012 |
| | | | | | | 9 |
| | | | | | | |
| | | Month | | | YTD | |
| | Budget | Actual | Variance | Budget | Actual | Variance |
| INCOME | | | | | | |
| Palace | 4,979 | 4,979 | 0 | 44,813 | 41,514 | -3,299 |
| Licence Fee | 15,000 | 15,000 | 0 | 135,000 | 135,000 | 0 |
| Park | 11,326 | 28,495 | 17,170 | 101,932 | 97,460 | -4,473 |
| Other | 13 | - | -13 | 113 | 961 | 849 |
| Total Before Regen | 31,318 | 48,474 | 17,157 | 281,858 | 274,935 | -6,923 |
| Regen | - | - | 0 | 40,800 | 40,760 | -40 |
| TOTAL INCOME | 31,318 | 48,474 | 17,157 | 322,658 | 315,695 | -6,963 |
| | | | | | | |
| EXPENDITURE | | | | | | |
| Palace | (152,200) | (150,647) | 1,554 | (1,341,781) | (1,292,919) | 48,863 |
| Ice Rink Depreciation & Interest | (16,718) | (16,718) | 0 | (150,462) | (150,922) | -460 |
| Park | (44,472) | (53,479) | -9,007 | (400,250) | (376,506) | 23,745 |
| Learning, Theatre & BBC Studios | - | (2,818) | -2,818 | - | (10,655) | -10,655 |
| Trust Management & administration | (36,896) | (29,416) | 7,479 | (331,124) | (303,550) | 27,575 |
| Total Before Regen | (250,287) | (253,079) | 2,792 | (2,223,618) | (2,134,551) | 89,067 |
| Regen | (76,642) | (27,844) | 48,798 | (622,669) | (470,534) | 152,134 |
| TOTAL OVERHEADS | (326,929) | (280,923) | 51,590 | (2,846,287) | (2,605,086) | 241,201 |
| | | | | | | |
| DEFICIT | | | | | | |
| Palace costs less licence fee | (132,221) | (130,668) | 1,553 | (1,161,969) | (1,116,405) | 45,564 |
| Ice Rink Depreciation & Interest | (16,718) | (16,718) | 0 | (150,462) | (150,922) | -460 |
| Park | (33,146) | (24,984) | 8,162 | (298,318) | (279,046) | 19,272 |
| Learning, Theatre & BBC Studios | - | (2,818) | -2,818 | - | (10,655) | -10,655 |
| Trust Management & administration | (36,883) | (29,416) | 7,467 | (331,012) | (302,589) | 28,423 |
| Total Before Regen | (218,969) | (204,604) | 14,365 | (1,941,761) | (1,859,617) | 82,144 |
| Regen | (76,642) | (27,844) | 48,798 | (581,869) | (429,774) | 152,094 |
| TOTAL DEFICIT | (295,612) | (232,448) | 63,163 | (2,523,630) | (2,289,391) | 234,238 |
| | | | | | | |
| Capital Expenditure | | 6,555 | | | 276,850 | |

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Alexandra Palace & Park Board

on 7th February 2013

Report Title: **Park Management Update**

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

1. Purpose

1.1 To update the Board on a number of issues regarding management of the Park.

2. Recommendations

2.1 That the Board notes the plans for the 150th Anniversary of the Park.

2.2 That the Board notes the position of the Borough's Dog Control Orders and agrees a way forward.

2.3 That the Board notes the other updates in the report.

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

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

3. Executive Summary

3.1 The report provides updates on various Park issues including the 150th Anniversary, the gate closures and projects in the south east of the Park.

3.2 The new Dog Control Orders implemented by the Council are explained and a decision is required on the way forward.

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. 150th Anniversary of Alexandra Park

6.1 The 150th anniversary of the Park is being celebrated in three ways this year:

- Putting the 150th anniversary badge on our existing programme of events (for example the farmers’ market, the funfair, and the friends activities). This is primarily to increase exposure of the anniversary.
- Holding a ‘birthday bash’ event on Sunday 21st July, this will be a community event open to all, but with a number of paid attractions. Our aim is that most activities will be self-funding, but we will fund some overheads from within existing budgets.
- Rejuvenating some shrub beds and the fountain in the Rose Garden as a legacy project. This project will be funded from within the Park Maintenance Budget.

6.2 The celebrations throughout the year will rely to a certain extent from support and input from our partners and community groups. The Friends of the Park have set out a programme of activities and event for the year and will support the birthday event with displays and guided walks.

7. Dog Control Orders: Update

7.1 The Board will recall discussions on Dog Control Orders (DCOs) during the summer of 2012. On 7th June 2012 officers were instructed to reply to the consultation carried out by London Borough of Haringey. The officer’s response was a proposal for various dog control orders in Alexandra Park to reflect the large size and varied usage of different compartments of the Park. The response was made and acknowledged in June 2012, the deadline for representations was October 2012.

7.2 The proposal was also presented to the Advisory and Consultative Committee in July 2012 and the members were encouraged to respond to the Council directly through their individual groups.

7.3 The council enacted a set of DCOs which came into force in January 2013. The DCOs applicable to Alexandra Park are as follows:

| Dog Control Order | Area | notes |
|----------------------------------|---------------------------|---|
| Dog kept on lead when instructed | Whole borough | Includes Alexandra Park |
| Dog fouling restriction | Whole borough | Includes Alexandra Park |
| Walk dogs without a lead | Parks over half a hectare | Excludes play areas |
| Dog kept on a lead | Whole borough | Except exclusions (Alexandra Park excluded) |

7.4 Unfortunately, these Orders do not reflect the detailed proposal by the Park Manager. No response or reason has been received from the Council.

- 7.5 There are a number of options that the Board can now consider.
- Work with the Borough’s enforcement team within these new DCOs as they stand
 - Use the existing Bye-law powers to erect signs and designate the areas as proposed, but with little enforcement action
 - Address the issue with the Borough with the aim to obtain specific DCOs for the Park to reflect the June 2012 proposal

7.6 The Park is very popular for dog walking. Dog walkers are important regular users of the Park, they report incidents such as fly-tipping and vandalism, and they are a presence in all weathers. There has not been a notable incident involving a dog reported for some time, but in the last 12 months there has been roughly one complaint a fortnight by a person who felt intimidated or threatened by a dog or group of dogs.

8. Closure of Entrances

8.1 The trial overnight closure of two gates commenced on 21 January. There will be a verbal update at the meeting.

9. Cricket club and grounds improvement project

9.1 This project commenced in November with the installation of the underground water tank. The contractors then worked through the very wet conditions to install the foul sewer pipe across the Park to Newland Road. The connection to the main sewer will be carried out by Thames Water, this is planned to take place in February 2013.

9.2 The boundary ditch has been cleared and new drainage connections made into the conservation area ditch system. The construction of the series of small, flow-attenuating weirs has begun.

9.3 Unfortunately, the ground is currently far too wet to start the installation of the drainage and irrigation systems. The project team are monitoring the conditions before restarting so the work does not damage the ground.

10. South-Eastern Corner of the Park

10.1 Board members will recall that Haringey Council's Planning & Regeneration Service has allocated a 'section 106' funding package of £220,000 to improve the access around the Campsbourne estate and New River Village. The project funding is linked to other s106 projects in the area and has not been progressed whilst the other projects are being finalised.

10.2 The planning officer in the case has made contact with a children's play charity, *London Play*, in relation to improving the grounds of the Campsbourne Play Centre. It is hoped this organisation will provide some design skills and labour in kind towards the project costs.

10.3 A draft brief for the main aspects project has been written and should go out to tender by the end of February.

11. Campsbourne Play Centre

11.1 This matter was raised with Council officers last November, the only progress since then is a condition survey of the building received via the planning officer dealing with the s106 project above. The survey reports that nearly £40,000 is required over two years to update the building.

11.2 The options for the future management of the building are still unknown as there has been no update from Corporate Property Services.

12. Recommendations

- 12.1 That the Board notes the plans for the 150th Anniversary of the Park.
- 12.2 That the Board notes the position of the Borough's Dog Control Orders and agrees a way forward.
- 12.3 That the Board notes the other updates in the report.

13. Legal Implications

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

14. Financial Implications

- 14.1 The celebrations for the 150th Anniversary will be funded from existing budgets.
- 14.2 The LBH Chief Financial Officer's notes that there are no specific financial implications arising from this update report. It is noted that the Trust is awaiting a response from the Council over the future status of the Campsbourne Play Centre.

15. Use of Appendices/Tables/Photographs

- 15.1 N/A

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of the Local Government Act 1972.

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