



## NOTICE OF MEETING

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# Alexandra Palace and Park Board

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TUESDAY, 22ND JULY, 2014 at 19:30 HRS - ALEXANDRA PALACE, ALEXANDRA PALACE WAY, WOOD GREEN, LONDON N22.

**Councillors:**

Councillor Christophides (Chair), Councillor Mann (Vice-Chair), Councillor Berryman, Councillor Egan, Councillor Gallagher and Councillor Hare

**Non-voting representatives:**

Gordon Hutchinson  
Colin Marr  
Nigel Willmott

(Alexandra Palace and Park Consultative Committee).

**Advisory Non-voting Board Members**

Mr R Kidby and Mr R Hooper

**Observer:**

David Liebeck Chair, Alexandra Park and Palace Advisory Committee).

**AGENDA**

1. **APOLOGIES FOR ABSENCE**
2. **URGENT BUSINESS**

The Chair will consider the admission of any late items of urgent business. (Late items will be considered under the agenda item where they appear. New items will be dealt with at items 12 & 16 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 - 4)**

- i. To confirm the unrestricted minutes of the Alexandra Palace and Park Board held on 10 June 2014 as an accurate record of the proceedings.
- ii. To confirm the unrestricted minutes of the Alexandra Palace and Park Board held on 10 June 2014 as an accurate record of the proceedings.
- iii. To receive the draft minutes of the Alexandra Park and Palace Advisory Committee meetings held on 8 July 2014 and to consider any recommendations from that Committee.
- iv. To receive and consider the draft minutes of the joint Alexandra Park and Palace Statutory Advisory Committee and the Alexandra Palace and Park Consultative Committee, held on 8 July 2014.
- v. To receive and note the draft minutes of the Alexandra Palace and Park Consultative Committee held on 8 July 2014.

**Items 5 ii to 5v are to follow or will be tabled if available**

**6. ANNUAL REPORT AND APPROVAL OF APPCT ACCOUNTS (PAGES 5 - 28)**

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

**7. RIBA STAGE 2 DESIGN PROPOSALS**

To receive a power-point presentation from the of the Design Team.

**8. REPORT OF THE CHIEF EXECUTIVE (PAGES 29 - 32)**

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

**9. REPORT OF THE DIRECTOR OF PROPERTY AND REGENERATION (PAGES 33 - 70)**

To receive the report of the Director of Property and Regeneration.

**10. REPORT OF THE COMMERCIAL DIRECTOR, ALEXANDRA PALACE (PAGES 71 - 82)**

To receive the report of the Commercial Director, Alexandra Palace.

**11. REPORT OF THE HEAD OF LEARNING AND COMMUNITY PROGRAMMES (PAGES 83 - 88)**

To receive the report of the Head of Learning and Community Programmes.

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

**13. FUTURE MEETINGS**

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

Items 15 & 16 are likely to be subject of a motion to exclude the press and public from the meeting as they contain exempt information as defined in Section 100a of the Local Government Act 1972; Para 1 – information relating to any individual, Para 2 – Information which is likely to reveal the identity of an individual, Para 3 - information relating to the business or financial affairs of any particular person (including the authority holding that information), and Para 5 – Information in respect of which a claim to legal professional privilege could be maintained in legal proceedings.

**15. MINUTES (PAGES 89 - 90)**

To confirm the exempt minutes of the Alexandra Palace and Park Board held on 10 June 2014 as an accurate record of the proceedings.

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

Bernie Ryan  
Assistant Director – Corporate Governance and  
Monitoring Officer  
River Park House  
225 High Road  
Wood Green  
London N22 8HQ

Felicity Parker  
Committees Coordinator  
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14 July 2014

**MINUTES OF THE ALEXANDRA PALACE AND PARK BOARD  
TUESDAY, 10 JUNE 2014**

Councillors Christophides (Chair), Berryman, Egan, Gallagher and Mann

Non-Voting Representatives: Bob Kidby, Colin Marr, Val Paley and Nigel Willmott

Also present:

Duncan Wilson – Chief Executive, Alexandra Palace  
Nigel Watts – Finance & Resources Director, Alexandra Palace  
Kevin Bartle – Assistant Director Finance (and CFO), LB Haringey  
Felicity Foley – Clerk

<b>MINUTE NO.</b>	<b>SUBJECT/DECISION</b>
<b>APBO353.</b>	<p><b>APOLOGIES FOR ABSENCE</b></p> <p>Apologies for absence were received from Councillor Hare and Richard Hooper.</p>
<b>APBO354.</b>	<p><b>URGENT BUSINESS</b></p> <p>There was one item of urgent business with regards to the appointment of Alexandra Palace Trading Company Limited (APTL) directors.</p> <p>Duncan Wilson – Chief Executive, Alexandra Palace – introduced the report as set out. Traditionally four members of the Alexandra Palace and Park Board were appointed as directors of the APTL. Of these four members, the Chair was usually appointed as the Chair of the APTL.</p> <p>The Chair called for nominations. Councillor Egan nominated Councillors Berryman and Mann. Councillor Gallagher seconded the nomination.</p> <p><b>RESOLVED that:</b></p> <ul style="list-style-type: none"> <li>i) <b>Councillors Berryman, Christophides and Mann be appointed as Directors of the Alexandra Palace Trading Company.</b></li> <li>ii) <b>Councillor Hare be reappointed in his absence as a Director of the Alexandra Palace Trading Company, subject to his agreement.</b></li> </ul>
<b>APBO355.</b>	<p><b>DECLARATIONS OF INTERESTS</b></p> <p>None.</p>
<b>APBO356.</b>	<p><b>QUESTIONS, DEPUTATIONS OR PETITIONS</b></p> <p>None.</p>
<b>APBO357.</b>	<b>MINUTES</b>

**MINUTES OF THE ALEXANDRA PALACE AND PARK BOARD  
TUESDAY, 10 JUNE 2014**

	<p><b>RESOLVED that:</b></p> <ul style="list-style-type: none"> <li>i) The unrestricted minutes of the Alexandra Palace and Park Board held on the 13 February 2014 were approved as a correct record.</li> <li>ii) The unrestricted minutes of the Alexandra Palace and Park Panel held on 27 March 2014 be approved as a correct record.</li> <li>iii) The minutes of the joint Statutory Advisory Committee and Consultative Committee held on 8 April 2014 be noted.</li> </ul>
<p><b>APBO358.</b></p>	<p><b>REPORT OF THE CHIEF EXECUTIVE</b></p> <p>Duncan Wilson – Chief Executive, Alexandra Palace – introduced the report at set out.</p> <p>NOTED</p> <p><u>Regeneration project</u></p> <ul style="list-style-type: none"> <li>• The current estimated total for the regeneration project was £24.933m. This was an increase on the original submission to the HLF, and allowed for an increase of building cost inflation to 11%. This had been discussed with the HLF, who had experienced this with a number of other project submissions.</li> <li>• The increase in the design fee was partly due to the procurement of the architects, and also allowed for an increase in the cost of investigative surveys.</li> <li>• A consultation exercise would need to be carried out as part of the planning application at the end of the year, but it was anticipated that this would begin sooner rather than later to ensure a full consultation. Details of who would be targeted were shown at appendix two of the report. There would be drawings and plans available, Area Forums and local organisations would be targeted, and consultation exercise carried out in the town centres. All information would be available on the Alexandra Palace website.</li> </ul> <p><u>Fundraising / sponsorship</u></p> <ul style="list-style-type: none"> <li>• Bob Kidby had agreed to help with identifying suitable people / companies to approach for fundraising or sponsorship. There would be a clear criteria set out. Bob Kidby added that most city companies had a charitable structure which could be tapped in to, however the offer from the Palace had to be attractive.</li> <li>• The proposed sponsorship policy was outlined in Appendix 2 of the report.</li> </ul> <p><u>Trading and events</u></p> <ul style="list-style-type: none"> <li>• There was a strong event calendar for September and October.</li> <li>• Accountancy exams had cancelled for future years, which had left a big gap in the income from events. Other events were being booked in order to fill the gap, but the market was competitive.</li> <li>• Further information on the fireworks would be available at the July meeting.</li> </ul> <p><u>Learning, Community and Volunteering</u></p> <ul style="list-style-type: none"> <li>• A major project had been undertaken in the Transmitter Hall to</li> </ul>

**MINUTES OF THE ALEXANDRA PALACE AND PARK BOARD  
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	<p>commemorate WW1. The programme had been mainly focused on schools.</p> <ul style="list-style-type: none"> <li>Over 100 people had applied to be volunteers, although it had not been possible to use all applicants.</li> </ul> <p><b>RESOLVED to</b></p> <p><b>i) Note the progress in a number of areas, in particular the budget and consultation plan for the HLF scheme.</b></p> <p><b>ii) Approve the new Sponsorship Policy.</b></p>
<p><b>APBO359.</b></p>	<p><b>REPORT OF THE DIRECTOR OF REGENERATION AND PROPERTY</b></p> <p>Duncan Wilson – Chief Executive, Alexandra Palace – introduced the report as set out.</p> <p><b>NOTED</b></p> <ul style="list-style-type: none"> <li>A timetable of works was set out at paragraph 7.8 of the report.</li> <li>A in-depth survey had been carried out on the fabric of the Palace, and a 10 year plan had been produced. The full cost of the recommended conservation works programme to the building and its plant was £45m. The HLF project would cover up to £15m of this.</li> </ul> <p><u>Dog control order</u></p> <ul style="list-style-type: none"> <li>The Parks Manager had fed into the consultation carried out by Haringey Council, but the proposals had not been taken up.</li> <li>Since then, the Council had re-engaged with the Park and agreed that some of the proposals could be implemented subject to satisfactory enforcement arrangements. There would now be clearer signs for areas where dogs must be kept on a lead, and the number of dogs per person would be limited to 6.</li> </ul> <p><b>RESOLVED to</b></p> <p><b>i) Note the updates on regeneration of Alexandra Palace, including HLF project and commercial development opportunities, plus the forward work programme for 2014.</b></p> <p><b>ii) Note the progress on fabric maintenance, facilities management service provision and commercial leases/licences.</b></p> <p><b>iii) Agree the variation to the existing Grounds Maintenance Contract held with John O'Connor to allow for the maintenance of beds in the Palm Court at a monthly cost of £625+ VAT; and authorise Officers to finalise discussions with the Contractor, and LB Haringey's Assistant Director of Corporate Governance to seal the finalised contract variation.</b></p> <p><b>iv) Note the progress on the Campsbourne Play Centre and authorise Officers to enter lease negotiations with the sitting tenant.</b></p>
<p><b>APBO360.</b></p>	<p><b>REPORT OF THE FINANCE AND RESOURCES DIRECTOR</b></p> <p>Nigel Watts – Finance and Resources Director, Alexandra Palace – introduced</p>

**MINUTES OF THE ALEXANDRA PALACE AND PARK BOARD  
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	<p>the two reports as set out.</p> <p><b>NOTED</b></p> <ul style="list-style-type: none"> <li>• The table at page 52 of the report showed the provisional consolidated results (Trust and Trading combined) for the year ended 31 March 2014.</li> <li>• The deficit after regeneration was £480k lower than budget, this was due to timing on the regeneration project. The deficit was greater than the previous financial year, but this had been expected due to the extra income from Holland Heineken House in the Olympic year 2012-13.</li> </ul> <p><b>RESOLVED to</b></p> <p>i) <b>Note the performance of the Trust for the year ended 31 March 2014.</b> ii) <b>Approve the Trust budget for 2014/15.</b></p>
<p><b>APBO361.</b></p>	<p><b>ANY OTHER UNRESTRICTED BUSINESS THE CHAIR CONSIDERS TO BE URGENT</b> There was no such business.</p>
<p><b>APBO362.</b></p>	<p><b>FUTURE MEETINGS</b></p> <p>Dates of future meetings:</p> <p>22 July 2014 28 October 2014 10 February 2015 28 April 2015</p>
<p><b>APBO363.</b></p>	<p><b>EXCLUSION OF THE PUBLIC AND PRESS</b></p> <p>RESOLVED to exclude the press and public for the meeting for item 12, as it was likely that it would 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 any individual and Paragraph 3 – information relating to the business or financial affairs of any particular person (including the authority holding that information).</p> <p><b>SUMMARY OF EXEMPT ITEMS</b></p> <p><b>APBO364 MINUTES</b></p> <p>The minutes were approved as a correct record.</p>

COUNCILLOR JOANNA CHRISTOPHIDES

Chair

**Alexandra Park and Palace Board**

**On 22 July 2014**

**Report Title:** APPCT Annual Review and Accounts, 2013/14

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

**1. Purpose**

- 1.1. To present the 2013/14 Annual Report and Accounts for review and approval by the Board

**2. Recommendations**

- 2.1. That the Board approves the attached document including the financial statements covering the year 2013-14 for adoption and publication

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



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

**3. Executive Summary**

- 3.1 The APPCT Annual Review has been prepared in the format adopted for the first time last year. It will be printed with a number of illustrations and used as a publicity vehicle for the Trust and Trading Company, to promote business and the regeneration project.
- 3.2 The auditors' report will be presented at the Board meeting, but it is anticipated that it will be unqualified. The auditors will also appear at the FRAC meeting to discuss any issue arising from the audit. That discussion will be reported to the Board on 22 July.
- 3.3 The production and printing cost is covered in our publicity budget, approved by the Board. This is considered to represent good value for money in terms of its impact.

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

N/A

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

N/A



**BACKGROUND**

- 6.1 Each year the Trust is required to produce an audited Annual Report and Accounts to comply with the requirements of the Charities Commission and Companies Act. Last year for the first time we produced a printed version – an Annual Review - with a fuller text accompanied by numerous photographs illustrating the year’s events in the Palace and Park. This year’s version of the Annual Review follows that format.
- 6.2 The figures accompanying the Annual Review will be circulated as soon as the auditors have given clearance.

**7 LEGAL IMPLICATIONS**

- 7.1 LBH comments will be reported at the meeting

**8 FINANCIAL IMPLICATIONS**

- 8.1 LBH comments will be reported at the meeting

*Alexandra Park & Palace Charitable Trust  
Trustees' Annual Report & Accounts*

**Annual review 2014**

*Reclaiming the People's Palace  
and providing world class  
entertainment and recreation  
for the public all year round*

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## ABOUT US

### **Alexandra Park and Palace**

Alexandra Park was opened in 1863 as a leisure destination for Londoners. The original 220 acres of parkland were landscaped by Alexander McKenzie as a centre for education and entertainment and to provide a green oasis for visitors.

Alexandra Palace was opened in 1873 with a purpose built railway line that brought visitors from Kings Cross. Built as the 'People's Palace', this remarkable seven-acre Grade II listed building remains one of London and the UK's most iconic structures and in 1936 achieved global recognition as the birthplace of television.

Today, Alexandra Palace is surrounded by 196 acres of parkland and offers unprecedented views of the city. The multi-award winning destination maintains its original enterprising spirit by hosting an eclectic mix of live music, sport, cultural and leisure events.

### **Alexandra Park and Palace 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*

### **Our vision for the regeneration of Alexandra Park and Palace**

"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."

**MESSAGE FROM THE CHAIR**

**Celebrating our rich history as we move to the future**

The Trust starts 2014 with a new chair and a number of new members of our Board. I would like to put on record our appreciation of the achievements of the Trust under its former chair Matt Cooke, which established a clear strategy for realising the potential of Alexandra Park and Palace with public benefit at its heart. At the same time our Trading Company has continued to build on success, with an increasingly robust and diverse programme of commercial events from concerts and live sport to exhibitions and conferences.

It was a particular achievement of the last year that we managed to bring back the Alexandra Park fireworks on a financially sustainable basis. Nearly 30,000 people were able to watch a spectacular display, which we were able to make free for children under 10 years old, and we are intending that this will now become again an annual event in our calendar. But we must not forget the outdoor events of the summer of 2013 too – the very successful community festival celebrating the 150<sup>th</sup> anniversary of the Park, and the Red Bull downhill “soapbox derby” which drew a young audience of 25,000. Both demonstrated the potential of the Park for occasional big events engaging with the wider community.

There has of course been a good deal of hard work in preparing plans for the future of the Palace. Our design team for the Heritage Lottery Fund (HLF) - funded project which will restore our derelict theatre and television studios was appointed at the end of 2013, and outline plans are now being revealed and consulted on. The Borough’s support in allocating match funding to the HLF’s offer recognises the importance of this project to Haringey. Our work in developing programmes with local schools and volunteers from the community is beginning to indicate that with investment we can unlock the value of Park and Palace as a real community asset. The Board is committed to following through on these exciting plans in the year to come.

**Joanna Christophides**

## CHIEF EXECUTIVE'S REPORT

### Continued success and growth at the People's Palace

This year I am delighted to report impressive progress with the challenging targets we set ourselves last year. The most significant element of this progress has undoubtedly been the HLFs Round 1 approval of our £24m project to restore our Victorian theatre and the former BBC television studios where the first public high-definition broadcast was made in 1936. We have now developed the design to the point where we can engage on a new phase of discussion and consultation with our stakeholders over the summer of 2014, and intend to submit a Round 2 bid to the HLF at the end of the year.

It has also been a good year for our live events business which underpins all of our operations as a charity and a commercial expertise. These commercial operations are today's realisation of the original founding vision for the People's Palace. Notable concerts in the past year have included Bjork, The Lumineers, Disclosure and Madness, and sporting events have included PDC World Darts Championships, Masters Snooker, World Championship of Ping Pong and a number of boxing matches. It was reassuring to see the strength of our exhibitions business with new events such as the Edible Garden Show joining our portfolio as well as the return of established favourites such as the Knitting and Stitching show.

We were also very pleased to be able to bring back the fireworks to the Park in November after an absence of four years. This event was brought back on a financially sustainable basis which has secured its return later this year. This followed a summer in which we celebrated the 150th anniversary of the Park with a very successful community event on an ambitious scale with a limited budget.

Finally I should place on record the growth in our volunteer and learning programmes which has strengthened our community engagement and emphasised the part the extraordinary history of the Palace and Park has to play in our future. In 2013/14, this new programme has seen 440 pupils from local schools and 774 adults learn about the history of Alexandra Palace on one of our learning programmes or history tours. Our volunteer programme has gone from strength to strength with approximately 50 active volunteers regularly supporting Alexandra Palace through various charitable activities. Our team of volunteers has been recruited in less than 12 months and our target membership of volunteers in 2017 is 100.

By the time of the next Annual Review, decisions will have been taken which will have a major impact on the Trust's future. The progress we have made in the last year puts us in a strong place to secure the best outcome for Alexandra Palace and Park from those decisions.

**Duncan Wilson**

## OUR TIMELINE

Date	Text	Image
1863	Alexandra Park opened to the public with an abundance of activities. Its curving informal walkways were designed by landscape architect Alexander McKenzie.	N/A
1873	Alexandra Palace opened on Queen Victoria's 54 <sup>th</sup> birthday with a grand celebration including concerts, recitals and fireworks. Tragedy struck 16 days later when a fire broke out in the Palace, burning it down in its entirety.	Image of burning palace
1875	The new Alexandra Palace opened to the public with its new Henry Willis organ, one of the largest in Europe at the time.	Historic image of Henry Willis
1901	Following the introduction of the 1900 Alexandra Park and Palace (Public Purposes) Act, Alexandra Palace was re-opened to the public.	N/A
1914	Alexandra Palace was requisitioned by the Government to be used first as a Belgian refugee camp and later as a German and Austrian internment camp for the duration of WWI.	Kenner image
1936	On 2 November, the world's first regular high-definition public television broadcast took place from the BBC studios at Alexandra Palace.	BBC Transmitter tower historic image
1939	Belgian refugees returned to Alexandra Palace during WWII and the Palace's transmitter tower was used as a decoy to deceive enemy aircraft.	N/A
1980	For the second time, fire broke out across Alexandra Palace burning the western half of the building to the ground. Substantial restoration works began shortly after the fire and the Palace finally re-opened in 1988.	Aerial shot of palace post fire...
1996	Alexandra Palace was recognised as a building of special architectural or historic interest and received a Grade II listing.	Picture of the Rose Window and front of AP
2013	Alexandra Palace received £844,800 in funding from the HLF to develop plans which will see the restoration of the Park's most historic areas. If these plans are successfully submitted to the HLF in 2014,	Theatre image

the project will be awarded the remainder of a grant application totalling £16.8m. This will go towards the restoration project estimated to cost in the region of £24m with match funding allocated by the Borough.

## OUR PRIORITIES

- to achieve long-term financial sustainability to secure the future of the Park and Palace as a public amenity and visitor destination;
- to redevelop the Park and Palace 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 Park and Palace 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;
- to maintain free access to the Park and continue to manage it as an amenity for the local community and for visitors;
- to make accessible the most historically significant areas of the Palace, including the BBC TV studios and the theatre;
- to reinforce the role of the Trust in delivering these aims.

## THE PEOPLE'S PALACE

*Alexandra Palace, one of London's most iconic destinations, is surrounded by 196 acres of heritage listed parkland and is maintained and run for the benefit of the public.*

The Palace, which has been a place of entertainment, recreation and education for more than 140 years, continues to deliver a diverse year-long programme of events and activities enjoyed by millions of people each year. The 148,000 square feet of usable space hosts the Palace's events business, ice rink and catering operations. These are operated on a fully commercial basis with all profits gifted back to the Trust. This year the Trust has also launched a new learning & community programme in the Palace. This Trust initiative connects with communities from across the Borough and provides a series of workshops for local pupils and various interest groups about the Palace's past, present and future.

The last financial year saw significant growth in revenue as a result of trading activities. This was particularly evident with the strong increase in corporate events and conferences held within the Palace. This increase, supported by the Palace's continued growth in the number of live music concerts, exhibitions and weddings, event catering and a new online ticketing and marketing offer has seen Alexandra Palace recognised as one of London's leading venues. The business strategy has been focused on creating a series of targeted packages which has secured business in advance. This has resulted in Alexandra Palace playing host to internationally recognised artists including Bjork, Madness, Bastille and Disclosure. The Victorian theatre required emergency repairs in advance of the major HLF regeneration programme to make it safe to use. This has allowed film shoots and high profile events to take place within the space including an advert for Schweppes directed by Academy Award Winner Kathryn Bigelow starring Penélope Cruz and the filming of Channel 4's "Our Gay Wedding: The Musical."

The success within the events business has seen a ripple effect drive commercial operations forward across the rest of the organisation. Event catering had a very strong year supplying food and drink at all events held at the Palace. The Ice Rink saw a steady increase in business which exceeded all targets for the year. The launch of the online ticketing system played a significant enabling role which not only gave customers the chance to purchase ice skating tickets as an add on to one of the commercial events but enabled the Ice Rink to deliver targeted incentives to specific segmented groups. Other areas which contributed to the success of the Ice Rink included an increase in revenue at the Ice Café, a very successful pantomime of The Little Mermaid on ice and a number of high profile filming opportunities. The Bar & Kitchen also had a strong trading year exceeding both its budgeted sales and profit. While 40% of its revenue was driven by the events business, improvements to the menu, an upgrade to the kitchen and the investment in picnic benches for the beer garden saw the majority of revenue generated from day to day trade.

## **THE PEOPLE'S PARK**

*Alexandra Park is one of North London's green lungs and provides visitors all year round with landscaped grounds and stunning panoramic views of London.*

The Park's 196 acres of English Heritage parkland is a popular community hub and attracts more than one million visitors each year. The award-winning grounds are maintained by a dedicated specialist team who ensure the beautiful landscape is well preserved and remains very much at the heart of the local community.

The past year has been a historic year for Alexandra Park. In July 2013, the Park celebrated its 150<sup>th</sup> anniversary. This was marked with a park-wide community festival jointly managed by staff from across the entire organisation. More than 12,000 people attended and enjoyed activities themed on the Park's history including archery, tethered balloon rides and a bandstand showcasing talent from across the Borough of Haringey.

In 2013, the Park hosted a number of commercial events including the famous Red Bull Soapbox Race and the return of Ally Pally's much loved firework display. The Soapbox Derby was broadcast live on 'Dave' and saw more than 25,000 people attend what could only be described as one of the most spectacular events ever held the Park. The popular firework display was 'Back with a Bang' and an extremely successful promotional campaign resulted in a sell-out event with 28,000 tickets sold online.

Despite the increase in events in the Park, the grounds were largely unaffected and were quickly returned to their original state shortly afterwards. During these events, special care was always taken to ensure the preservation of habitats of environmental significance such as acid grassland.

### **Supporting the community**

In the past year, Alexandra Park has worked with the local community on several occasions. In March 2014, pupils from local schools were invited to mark the centenary of WWI by planting poppy seeds in flower beds around the Park. Other activities have included supporting a community artist carve a totem pole out of a fallen tree to mark the Park's 150<sup>th</sup> anniversary and the planting of six birch trees which when grown will form a small copse for children to play in.

### **Park Volunteers**

Alexandra Park has a close working relationship with a number of stakeholder groups. In the past year, the Friends of Alexandra Park, The Conservation Volunteers and other local volunteers have contributed more than 1000 hours on a huge variety of park-wide projects including nature conservation works, walks and talks on the Park's history, trees, birds and much more. Looking forward, a strategy has been developed to offer volunteering opportunities for people with an interest in sharing their skills or learning new skills in the Park. This will form part of the already exceedingly popular volunteer programme which started in late 2013.

### **Awards**

Alexandra Park continued to be recognised by winning awards for Park maintenance throughout its 150<sup>th</sup> anniversary year.

Green Flag Award (6<sup>th</sup> consecutive year)

Green Heritage Award (4<sup>th</sup> consecutive year)

London in Bloom Silver Award (Large park category)

## **TOMORROW'S ALLY PALLY**

*(cut out of the eastern end of the Palace)*

*The last financial year saw one of the most exciting periods to date in Alexandra Palace's regeneration programme.*

In May 2013, following a first-round major grants application for £16.8 million in November 2012, the HLF awarded Alexandra Palace £844,800 in development funding. This initial funding will support the development of a detailed design and business plan for a project that will see the restoration of the Park's most significantly historic areas including the BBC studios and Victorian theatre.

We have recruited an award winning top quality design team led by architects Feilden Clegg Bradley Studios to deliver the detailed designs for our HLF supported project. We have also appointed the conservation architect firm Purcell as Surveyor to the Fabric who will deliver a long-term plan for the ongoing preservation of the building's historic fabric.

Restoration works to the fabric of Alexandra Palace have included significant repairs to the colonnades on the south terrace and a number of the Palace's roofs. These have been part funded by the English Heritage.

## **Snapshot of the Heritage Lottery Fund supported project**

### **The Victorian theatre (CGI of theatre)**

The Alexandra Palace Theatre forms a unique and largely hidden part of Alexandra Palace's eclectic history. The theatre has had a variety of different uses ranging from a live performance, rehearsal space and early cinema to a prop store for the BBC. The theatre has not been open to the public for more than 80 years and when restored, it will be an adaptable space which can be used for a wide range of activities including theatre, live music, comedy, cinema, conferences, weddings and banquets.

### **BBC studios (CGI of BBC studio stairs and tower through skylight)**

The BBC Wing is internationally recognised as being the birthplace of public broadcast television. From 1936 until 1980, the BBC used the studios for a range of television broadcasts including popular programmes such as Muffin the Mule, Picture Post, BBC news and the Open University. This historic space has not been used since the BBC left in 1980 and when reopened will use a combination of immersive audio-visual experiences, objects and artefacts, digitised archives and hands-on activities to provide a fully interactive insight into Alexandra Palace's role in the history and future of popular entertainment and television.

### **The East Court (CGI of east court)**

The East Court will become the main arrival space and focal point for the eastern end of the Palace, creating an informal meeting point with a café and Wi-Fi, linking the theatre, studios, ice rink and Park.

## **Next steps**

In July 2014, Alexandra Palace will begin a three month period of consultation with various stakeholder groups where plans for the regeneration project will be showcased. In September 2014, a two-week public consultation will be delivered and feedback received will be used to shape the project. Following this, Alexandra Palace will submit the final designs to the HLF for the remainder of the £16.8 million grant application.

## **The masterplan**

In 2012, the Trust Board commissioned leading architects Terry Farrell Associates to develop a strategic masterplan for the future use, development and conservation of the building. The masterplan looked at the Palace in its entirety looking at improvements to key areas including accessibility, transport, conservation and redevelopment. Drawing on a conservation management plan devised by conservation specialists Donald Insall Associates, six specific areas of improvement were identified, the sixth idea being the starting point for the development of the HLF project.

### **The masterplan's six big ideas:**

Idea 1: Improving first impressions

Idea 2: Upgrading the entrances to the Park

Idea 3: Making it easier to move around

Idea 4: Upgrading the main halls

Idea 5: A hotel in the Park

Idea 6: Opening up the derelict spaces

### **Fundraising and sponsorship**

To raise the profile of Alexandra Palace's regeneration plans and secure the required matched funding for the HLF project – around 30% of total project costs – a fundraising strategy has been developed. The Borough has already pledged £5m of the £7m needed to meet our HLF project target. Fundraising streams are likely to be from a range of public and private sources as well as a range of special fundraising activities to encourage stakeholder and community contributions. We are developing a network of high profile ambassadors and celebrities continue to work with us to promote the project. We are also looking for corporate sponsors who fit the Alexandra Palace vision.

## **ENGAGING WITH THE COMMUNITY**

*Our community learning programme includes projects inspired by the history of the Park and Palace and offers 'behind the scene' visits to the stage of the historic Victorian theatre.*

To ensure our programmes are always engaging and innovative, a flexible structure has been maintained so that workshops can be tailored to fit the needs of individual groups.

### **Engaging with schools and the National Curriculum**

The last financial year saw the official launch of Alexandra Palace's core learning programme. The programme, which has been attended by 440 pupils to date, comprises of three cross-curricular Key Stage 2 workshops which aim to teach pupils about Alexandra Palace's extraordinary history. The topics: 'The Victorian People's Palace', 'Alexandra Palace: Past, Present & Future' and 'Birthplace of the BBC' are taught within the Palace and support the national curriculum. A key goal for the next financial year is to reach most of the 62 schools in the Borough.

In 2013, Alexandra Palace was also successful in obtaining £59,400 in HLF funding for the development of a learning programme that recognises Alexandra Palace's little known role in WWI. The programme titled: 'Alexandra Palace: War on the Home Front', will showcase this story for the first time through the creation of a temporary exhibition and bespoke learning programme.

The temporary exhibition will open with a private view on the centenary anniversary of the arrival of the first Belgian refugees in the Park on 15 September 1914. Alongside the exhibition there will be a programme of events for adults, families, schools and community groups to engage the widest possible audience with the Palace's story.

### **Community Networking**

Alexandra Palace has a bespoke space in the former BBC Transmitter Hall available for community groups to hire at a rate designed to attract a wide range of users. To date this space has been used by lifelong learners, the local police force, volunteers, local interest groups and for community and public consultations.

### **Community Engagement**

In September 2013, Alexandra Palace opened its doors for Open House providing guided tours to ticket holders for the first time. The hugely successful event saw 220 people tour the Palace and shown otherwise inaccessible places. Following the success of Open House, a quarterly schedule of History Tours was organised and are supported by a core team of volunteers. The past financial year has seen 1,100 people take organised tours of the Palace overall.

### **Lifelong Learners**

Alexandra Palace has developed a 45 minute talk for lifelong learning groups which invites them to explore 150 years of Park and Palace history. The talk, which includes archive photos and footage from the BBC, is held in the Transmitter Hall and is followed by a one hour tour of the building. Over the past financial year, the Palace has welcomed 4 groups with 129 lifelong learners in total.

## **WHAT WE HAVE ACHIEVED**

Each year we identify specific objectives against which we measure our progress

### **Growing and strengthening our events business**

- We have secured a number of new events, from concerts to exhibitions;
- We have invested in key areas of our business, from people to equipment;
- We ran a successful public fireworks display for the first time since 2010;
- We continued to run thriving ice rink and catering businesses.

### **Developing our regeneration plans further and progressing the Heritage Lottery Fund project**

- We have prepared to approach the market later in 2014, to find an investor and operator for the hotel opportunity;
- Following the success of our first-stage grant application to the HLF we have recruited a top quality design team led by Feilden Clegg Bradley to tackle the task of adapting the theatre sensitively for a variety of event formats and creating an imaginative and appealing visitor attraction in the BBC television studios;
- We have progressed the design to RIBA Stage 2 (outline).

### **Continuing to deliver a high quality Park**

- We have been successful delivering a number of major events park wide;
- We have continued to secure both Green Flag and London in Bloom awards which recognise the high standard to which the Park is maintained.

### **Addressing the repairs backlog at the Palace**

- We have begun a repair programme to maintain and repair the South Colonnades and South East pavilions. These repairs to date have been funded mainly by English Heritage;
- We have developed plans to replace Great Hall lighting rigs with a much more energy efficient solution;
- We have complete a fabric and mechanical and electrical plant survey allowing us to prioritise repairs more effectively.

### **Engaging with our local community through schools and volunteering programmes**

- We have successfully launched a volunteer programme and have recruited 50 active volunteers to date;
- We have received the support of the HLF for a project commemorating Alexandra Palace's fascinating history from 1914 – 1918.

**THE YEAR AHEAD**

Our strategic objectives for 2014/15 are to:

- Achieve our commercial targets including increasing trading turnover by 10%;
- Continue to develop and strengthen our events business;
- Complete and submit our final HLF project design proposals for the historic theatre and television studios;
- Approach the market with the opportunity to develop a hotel at Alexandra Palace;
- Maintain and improve the quality of the Park;
- Begin to implement a long term plan for conservation of the fabric and replacement of outdated plant;
- Further develop our learning and community programme.

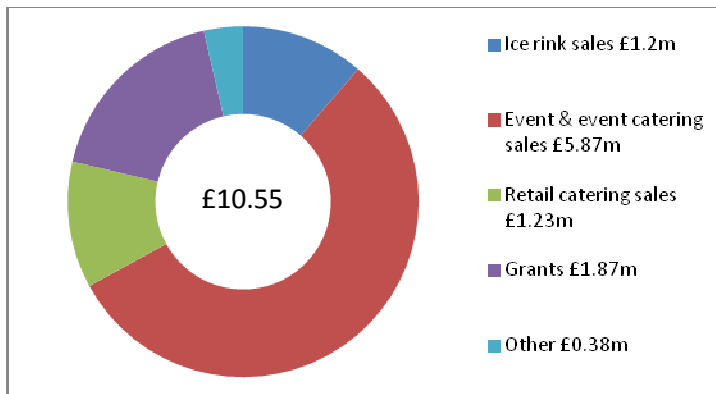
**FINANCIAL OVERVIEW**

The Trust and Trading Company had another very successful year, with overall turnover continuing to grow by 19% to £10.55m. It is a tribute to the underlying strength and diversity of our business across all its sectors that revenues have grown against 2012-13, the Olympic year and our previous best results. This growth together with the continuing support of our trustee the London Borough of Haringey allowed us to increase our charitable expenditure slightly to £3.53m. We have continued to invest in our regeneration project, in particular the development of our HLF scheme to restore the east end of the Palace. Capital expenditure of £1.1m has allowed us to provide and renew equipment for the Trading Company and deal with urgent repairs to plant and fabric of the Park and Palace.

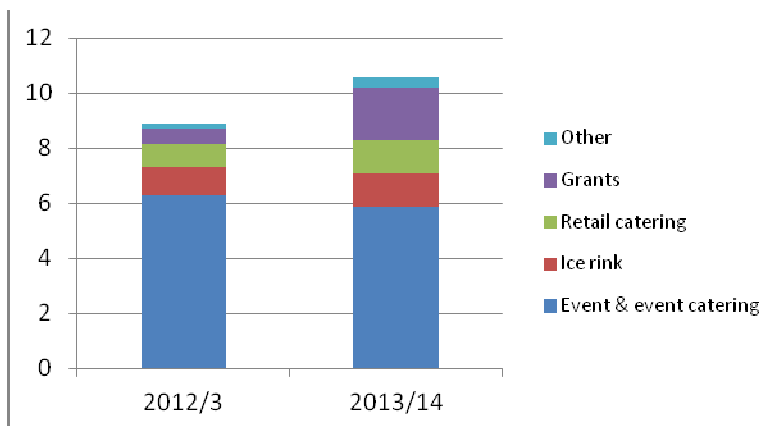
Overall Gift Aid, representing profits generated for the charity from commercial activities, resulted at £950k. This continues the long term trend to making the Palace more self-sufficient. As in previous years our trustee provide financial support to enable the Trust to bridge the gap between income and expenditure, to finance increases in working capital and to meet our loan repayments. It is the Borough's policy to continue to provide this support until such time as it is no longer required.

Our balance sheet, which does not include any value for the Trust's interest in the Park and Palace, continues to be dominated by the revenue support received from the Borough as a long term loan since they became our charitable trustee in 1980. The Borough's policy is to write off this loan in its own accounts each year as it arises, but as the debt is undischarged we continue to show it as a provision for liabilities. The total value of this provision at 31 March 2014 was £48.8m.

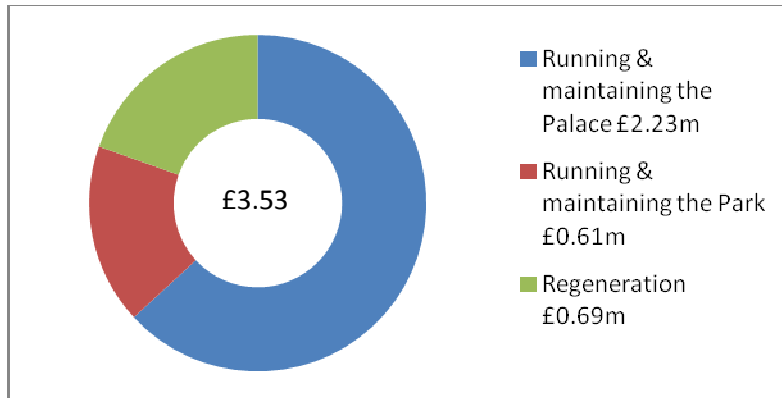
Where our funds come from



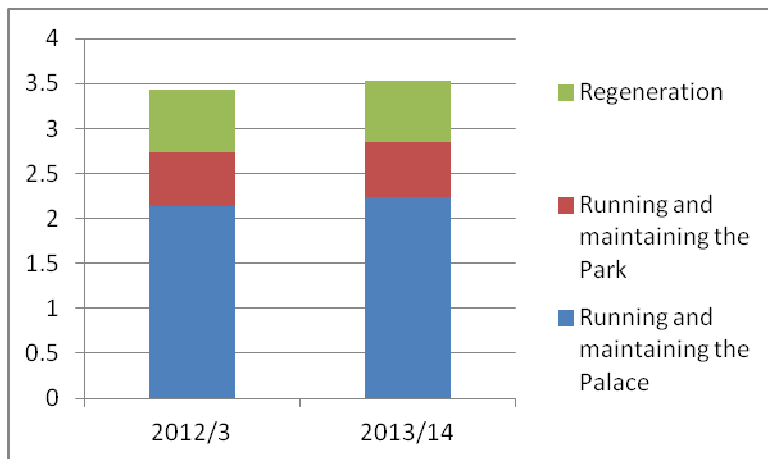
Total income compared to last year



Analysis of charitable expenditure



Charitable expenditure compared to last year



## **STRUCTURE, GOVERNANCE & MANAGEMENT**

Our governing documents are collectively known as the Alexandra Park and Palace Acts and Orders 1900-2004.

Alexandra Park and Palace was created as a trust by Act of Parliament in 1900, with further powers being conferred by subsequent acts in 1903, 1905 and 1913. In 1967 a court case established that the Trust was charitable and it was registered with the Charity Commission in 1981. Following a major fire in 1980 and a subsequent public enquiry, a further act was passed in 1985 amending the previous legislation. Finally, the Charities (Alexandra Park and Palace) Order 2004 gave the trustees power to lease the whole or parts of the Palace, subject to the consent of the Charity Commission, without changing the purposes for which the Park and Palace are held in trust.

In 1980 the functions of the trustees were transferred to the London Borough of Haringey. This means that the Trust is subject to the full range of local government legislation in addition to the requirements of charity law. The Alexandra Park and Palace Board is appointed by the Borough and meets quarterly. Voting members are Haringey councillors who are elected annually to reflect the political composition of the Council and non-voting members are appointed to provide additional advice and expertise. Charity trustees who are also councillors step down for local government elections and those who are re-elected may be re-appointed at the annual general meeting of the Council held in May each year.

The charity Trustees must act exclusively in the best interests of the Trust when dealing with Trust matters. They have overall responsibility for ensuring that adequate systems of control are maintained to safeguard the Trust's assets, to provide reasonable assurance that it is operating efficiently and effectively, that it complies with relevant laws and regulations and it maintains proper records. The Trustees have identified the major risks to which the Trust is exposed and have a formal process to ensure they are managed and that the risk register is kept up to date. To support the executive management team's operations, the Board reviews and approves the annual budget and appoints an internal auditor. In 2013 two further advising members have been appointed to the Board to strengthen its oversight.

Three committees advise the Board and meet separately on a quarterly basis. The Statutory Advisory Committee (SAC) was established by Act of Parliament to provide advice from a defined list of organisations. The London Borough of Haringey set up the Consultative Committee (CC) to provide advice to the Board from a wide range of local organisations. Finally, the Regeneration Working Group (RWG) was set up to provide guidance on the Palace-wide regeneration programme. The wholly owned trading subsidiary, Alexandra Palace Trading Limited (APTL), is governed by a separate Board appointed by the trust.

At the beginning of each municipal year an induction meeting is arranged and Board members are provided with the governing documents together with key reports, minutes, budgets and audited accounts. Further training is considered on an individual basis.

Alexandra Park and Palace's executive team manage the day-to-day operations of the Park and Palace. Between them they have many years of experience across both public and private sectors.

<<PHOTO HEADSHOTS>>

**Board members**

<b><i>Voting Members</i></b>	<b><i>Non-Executive Members</i></b>	<b><i>Appointed on the advice of the Consultative Committee</i></b>	<b><i>Appointed ex-officio as Chair of Statutory Advisory Committee</i></b>
<b><i>Matt Cooke (Chair to May 2014)</i></b>	<b><i>Richard Hooper (from May 2013)</i></b>	<b><i>Colin Marr (Chair CC)</i></b>	<b><i>Denis Heathcote (Chair SAC)</i></b>
<b><i>James Stewart (Vice-Chair to May 2014)</i></b>	<b><i>Robert Kidby (from May 2013)</i></b>	<b><i>Val Paley (CC)</i></b>	
<b><i>Joanna Christophides (Chair from May 2014)</i></b>		<b><i>Nigel Willmott (CC)</i></b>	
<b><i>Pat Egan (from May 2013)</i></b>			
<b><i>Bob Hare</i></b>			
<b><i>Nigel Scott (to May 2014)</i></b>			
<b><i>Neil Williams(to May 2014)</i></b>			

***Executive Team***

- Duncan Wilson OBE - Chief Executive
- Emma Dagnes - Commercial & Development Director
- Kerri Farnsworth - Director of Regeneration and Property
- Nigel Watts - Director of Finance & Resources

**Our stakeholder groups**

Alexandra Park and Palace Charitable Trust works closely with a number of special interest groups who each have a particular interest and experience in a unique area of Alexandra Park and Palace. Members of these groups invest significant amounts of their own time on a voluntary basis and are represented across both the Statutory Advisory Committee and the Consultative Committee. Their noteworthy contribution and support is vital for the Park and Palace to thrive.

- Friends of Alexandra Palace Theatre
- Alexandra Palace Television Society

Friends of Alexandra Park  
Alexandra Palace Television Group  
Alexandra Palace Organ Society

## **For public benefit**

The 1985 Act defines our principal object “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.”

In approving the Trust’s plans and priorities, the trustees have given due regard to the Charity Commission’s guidance on public benefit.

The Park has more than a million visitors each year and is open to the public free of charge. It provides visitors with its wide range of facilities, activities and attractions all year round. The Palace has a public ice rink and is the venue for public concerts, exhibitions and sporting events which add to our popularity as a visitor attraction.

In its current condition, approximately two thirds of the Palace can safely be opened to the public, but a key focus of our regeneration programme is to make accessible to the public once again the historic and long closed parts of Palace.

## **Diversity and disability**

The Trust aims to treat all people with courtesy and respect regardless of race, religion, gender, disability or sexual orientation.

## **Statement of Trustees’ Responsibilities**

The trustees are responsible for preparing the Trustees' Annual Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

The law applicable to charities in England and Wales requires the trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charity and of the incoming resources and application of resources of the charity for that period. In preparing these financial statements, the trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP;
- make judgments and estimates that are reasonable and prudent;
- state whether applicable accounting standards have been followed; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in business.

The trustees are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the charity and enable them to ensure that the financial statements comply with the Charities Act 2011, the Charity (Accounts and Reports) Regulations 2008 and the provisions of the Alexandra Park and Palace Acts and Orders 1900-2004. They are also responsible for safeguarding the assets

of the charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The trustees are responsible for the maintenance and integrity of the charity and financial information included on the charity's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

## **Auditor**

Deloitte LLP has declared their willingness to continue in office and appropriate arrangements are being made for them to be deemed reappointed as auditors in the absence of an Annual General Meeting.

Approved and authorised for issue by the Trust on **XX** July 2014 and signed on its behalf by:

**Joanna Christophides**

**Chair of the Board of Trustees**

Alexandra Park and Palace is a registered charity in England and Wales (no 281991) with its principal office at Alexandra Palace, Alexandra Palace Way, London N22 7AY

## **Advisors**

Auditor: Deloitte LLP, Chartered Accountants and Statutory Auditor, 2 New Street Square, London, EC4A 3BZ

Bankers: Royal Bank of Scotland plc, 280 Bishopsgate, London, EC2M 4RB

Solicitors: Bates Wells & Braithwaite, 2-6 Cavendish Street, London, EC4M 6YH

Agenda item:

**Alexandra Park and Palace Board**

**On 22 July 2014**

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

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

**1. Purpose**

- 1.1. To advise the Board on progress in a number of areas including Regeneration, Fundraising and Sponsorship

**2. Recommendations**

- 2.1. That the Board notes the overview of the regeneration project  
2.2 That the Board notes progress with fundraising and sponsorship

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



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

**3. Executive Summary**

- 3.1 The Board is asked to note the overall progress made on the HLF project and the budget of the scheme to date  
3.2 The Board is asked to note Wonderbird's work identifying and applying to key trusts and foundations

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

N/A

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

N/A

## 6. Regeneration

- 6.1 Overall progress on the Heritage Lottery Fund project has been good, and by the time of the meeting we will have made our RIBA Stage 2 (outline design) presentation to the Heritage Lottery Fund (HLF), on 14 July, so will be able to report back on that. The overall budget for the HLF scheme is very close to the overall budget reported to the last meeting (£24.93m), at £25.08m. This is within the tolerance which we would expect from HLF at this stage.
- 6.2 The Cost consultant's summary of the total (i.e. 2013-2017) HLF scheme budget is as follows:

Cost heading	Current estimate (£m)	HLF Round 1 submission (£m)	Difference (£m,%)
Building works	16.480	16.333	+0.147 (+0.90%)
Design and other fees	4.806	4.420	+0.386 (+8.73%)
Risk allowance	1.952	2.058	-0.106(-5.15%)
Inflation provision assuming completion 2017	1.805	1.107	+0.698 (+63.1%)
TOTAL	25.043	23.918	+1.125 (+4.7%)

- 6.3 We are currently beginning a new round of communication and consultation, with plans to present to Area Forums and residents' groups during July, as well as consulting community groups. The topics will be a presentation of our outline designs and targeted consultation on our Activity Plan. This is an HLF requirement, and will address what sort of activities should take place in the planned new facilities. We are working with the specialist consultancy Tricolor on this aspect.

## 7. Fundraising and Sponsorship

- 7.1 APPCT has started the process of cultivating and engaging key trust and foundation donors for the HLF project. Until the recruitment of a Head of Fundraising is complete, this work is being campaign managed by Wonderbird.
- 7.2 A priority list of key funders has been identified, and each has received a two page introduction to the project, funding need and invited to visit the Palace. With the exception of Andrew Lloyd Webber, these are all trust and foundation or institutional funders.

Introductory approaches have been made to

- Andrew Lloyd Webber
- The Sainsbury Family Trusts (Headley Trust)
- Garfield Weston Foundation
- The Foyle Foundation
- The Wolfson Foundation
- Fidelity UK Foundation
- J Paul Getty Charitable Trust
- 

**7.3** Initial responses have been good and interest established. Visits have been arranged with the Director of the Foyle Foundation and Garfield Weston Foundation for 26 August. A first stage application has been made to the Wolfson Foundation, and we have provisionally agreed with the Garfield Weston Foundation that APPCT can submit an application for consideration by trustees at the November meeting. Each of these trust funders has a history of making substantial gifts to projects similar to APPCT's, and this is the gift range we are targeting for applications

**7.4** Likewise our sponsorship agents BDS are managing a process which seeks to identify potential sponsors who might fit the emerging Alexandra Palace identity and objectives.

## **8. Legal Implications**

**8.1** The Council's Assistant Director Corporate Governance has been consulted in the preparation of this report, and has no comments.

## **9. Financial Implications**

**9.1** LBH comments will be reported at the meeting

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Agenda item:

**Alexandra Park and Palace Board**

**on 22 July 2014**

Report Title: **Report of the Director of Property & Regeneration, Alexandra Park and Palace**

Report of: Kerri Farnsworth, Director of Property & Regeneration, Alexandra Park and Palace

**1. Purpose**

1.1 To advise members of the Board on a number of areas relating to property and regeneration at Alexandra Palace and Park, and seek views on the development of a planning application and contract for the installation of a high ropes course in the NE corner of the Park.

**2. Recommendations**

2.1 That the Board notes progress with the regeneration programme and in particular the HLF RIBA Stage 2 presentation (separate agenda item) as the basis for developing the design.

2.2 That the Board notes the position regarding Dinosaurs Playgroup at the Campsbourne Centre and the intention to commission a section 36 Charities Act report and prepare a tenancy for approval of the Board.

2.3 That the Board notes a number of other items and agrees to give Landlord's consent for location of the climbing frame outside Little Dinosaurs playgroup in the Grove following planning consent (now obtained by the tenant).

2.4 Approves the development of the "Go Ape" proposal, in the light of comments from the Statutory Advisory and Consultative Committees which will be reported at the Board.

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



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

**3. Executive Summary**

3.1 HLF Project Progress

3.2 Fabric Conservation

3.3 Park Update

3.4 Update from Regeneration Working Group (RWG)

**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. Regeneration Programme

### Key Stakeholder Relationships

- 6.1 Following discussions, it has been agreed that AP's relationship with the BBC now needs to be formalised by way of a Memorandum of Understanding due to the extent of required interrelationship between the HLF project and the BBC. This is being progressed currently with senior staff within the BBC.
- 6.2 Relationships with other key stakeholders such as the Science Museum Group (including National Media Museum) and the BFI remain positive. At this stage these relationships do not require formalisation, but this does not rule out the possibility and/or need to do so in the future.

### HLF Professional Team

- 6.3 The final appointment to the professional team has now been made, with James White from the British Film Institute (BFI) appointed to lead the delivery of a Collections Management strategy and plan. His work programme has been dovetailed into the existing HLF project programme.

### HLF Design and Consultation

- 6.4 A number of surveys and investigative works - essential to fill gaps in existing available data and knowledge - have been procured, completed and/or are underway. The outputs have been used and will continue to be used to guide design development and associated cost testing over the next few months.
- 6.5 The design is currently at the end of RIBA workstage 2 - concept design (previously known as RIBA Stage C). A full presentation on the current iteration of the design of the HLF project will be given at the meeting under a separate agenda item.
- 6.6 The current design proposals have been discussed with several key external bodies including English Heritage, LB Haringey Planning/Conservation/Transport and the Theatres Trust. The response has been very supportive to date. The formal 2-week statutory consultation period for the design will be in the autumn (see table under 'HLF Project Programme below') but informal sharing of the concept proposals has already commenced by offers of presentations to scheduled meetings of Area Forums, Residents Associates, etc, across Haringey.
- 6.7 Consultation has also begun on the Activity Plan, which sets out in detail the types of activities that the newly-opened spaces will offer and how this will expand further AP's engagement with its local communities. It is also an essential requirement of the HLF funding. A printed survey has been created which can be completed and returned by post; the same version of this survey is also available on the AP website via the blue 'Have Your Say' survey link at <http://www.alexandrapalace.com/about-us/regeneration/>. AP staff are taking survey forms to all presentations, forums, etc, and encouraging as many people as possible to complete them to ensure the best and most representative response.

### HLF Project Budget

- 6.1 The construction cost estimate for the current RIBA Stage 2 design is £847k above the HLF Round 1 submission budget of £16.333m (+5.1%), at £16.48m. This figure

is made up of a £703k increase in construction inflation and £144k increase in construction cost. The construction inflation allowance is driven by the external construction market and reflects the current buoyancy in the London area.

- 6.2 Anecdotal feedback is that a 5.1% project cost estimate increase at this stage is relatively low compared to that being currently experienced by other HLF- and non-HLF-supported development projects in the wider market.

HLF Project Programme

- 6.3 The project remains on programme, and hence there is no change to forward key milestones reported at the last meeting, which were:-

up to mid-July 2014	completion of RIBA Stage C/2 design & associated business planning proposals, and formal approval of these by HLF
July to Sept 2014	development of RIBA Stage D/3 design & associated business planning consultation and preparation of Activity Plan stakeholder presentations on design & business plan <i>NB. where possible consultation on the design and the activity plan will be delivered together</i>
late-Sept/early-Oct 2014	2-week statutory public consultation (req'd for planning application)
Nov 2014	completion of RIBA Stage D/3 design; formal AP Board sign-off; submission of Planning / Listed Building / Conservation Area applications
Dec 2014	submission of Round 2 HLF funding application
March 2015	decisions on Planning / Listed Building / Conservation Area applications
March/April 2015	HLF Stage 2 funding decision ( <i>NB. decision on consents req'd before HLF decision can be made</i> )
spring 2015	technical design & tender package production (part 1) contractor OJEU procurement part 1 (pre-qualification)
spring to autumn 2015	technical design & tender package production (part 2) final contractor OJEU procurement & appointment
autumn/winter 2015	construction commences onsite
autumn/winter 2017	construction complete

HLF reporting

- 6.4 The fourth required quarterly progress report was submitted on programme to HLF in July.
- 6.5 A second formal project review, delayed from April due to illness of the HLF appointed Project Monitor, took place in June. The HLF Monitor was satisfied with progress to date, and the steps being taken by AP and its HLF team to mitigate key risks around construction cost & programme.
- 6.6 A formal RIBA Stage 2 Gateway Review with the HLF will take place in mid-July. A verbal update from this meeting will be given at the meeting.

Other (non-HLF) Commercial Leases/Licences

- 6.7 The procurement of the specialist advisors for the Trust's telecoms-related interests reported to the last meeting has almost been concluded, and an appointment is to be made imminently.

**7. Fabric Conservation**

Surveyor to the Fabric

- 7.1 The Surveyor to the Fabric, Purcell, completed the 10-year Fabric Maintenance Plan (FMP) in May. Further discussions with AP staff and other current AP advisors, including the HLF team, has indicated the need for further revisions & updates to be made to this document (although it should be noted that the key headlines from the FMP have not changed since last reported to the last meeting of this Committee on 8 April 2014).
- 7.2 These are already being progressed, but will be completed in time for the submission of the HLF project planning, Listed Building and Conservation Area consents, for which the FMP will be a key supplementary document.
- 7.3 The FMP has identified work packages in order of priority over each financial year over the next 10 years. The HLF project will deliver for approx. 25% of the required investment. Some Priority 1 projects have already been delivered (eg. Transmitter Hall refurbishment; repair of the VA/PA system) and many others are underway (North Wall; roof repairs; repair/restoration of lifts; replacement of fire detection & alarm system, etc). AP staff are also actively seeking the potential for drawing in other external investment to deliver priority investments in future years.

**8. Park Update**

Update on Campsbourne Section 106 project

- 9.1 The Campsbourne Section 106 - which is an environmental and access improvement scheme for the SE corner of the Park being led by LB Haringey - received full planning consent in May. Unfortunately, tender prices for the scheme came back around £20k above available budget. LBH officers obtained further s106 funding and the contractors have now been appointed.
- 9.2 At the time of writing, a commencement date has not been finalised. The current programme for the works is 12-14 weeks, so it is likely to be autumn at the earliest before the works will be completed.

Campsbourne Dinosaurs Playgroup

- 9.3 LB Haringey has agreed to fund dilapidations up to the value of £75,000 to the building in the Campsbourne area of the Park used by 'Dinosaurs Playgroup'. The Trust will procure and manage delivery of the works and will invoice LB Haringey as each work package is delivered. The work packages are currently out for tender in order to procure contractors to deliver the works, which will take place over the summer period.

- 9.4 Discussions are also underway to provide Dinosaurs Playgroup a formal lease as a tenant of the Trust. Drawing up a new lease is expected to cost in the region of £5,000 plus VAT and disbursements. A final recommendation on the detailed lease terms will be made to the APPCT Board for Section 36 (Charities Act) approval.

#### Planning Applications

- 9.5 *Little Dinosaurs:* The application for changes to the garden and alteration to one section of the external wall was granted permission on 16 June 2014, with a number of minor conditions. The various elements will be implemented over a number of years. Initially the alterations to the wall of the building will be carried out before the coming winter.
- 9.6 As previously discussed, a copy of a plan showing the new climbing frame location and area of artificial grass is attached as Appendix 1. The Board are requested to give Landlord's consent for location of the climbing frame and the artificial grass.

#### WWI Poppy commemoration

- 9.7 After a slow start due to the weather, the WWI poppies are now in full bloom. Two sowings have been made, both to re-disturb the ground (which poppies like to stimulate germination) and extend the in-flower duration. The Park Manager has already received several positive comments from members of the public and is endeavouring to encourage some good positive press coverage.

#### Park Development Projects

- 9.8 Two projects are being developed by AP staff for the Park.

##### *Urban Orchard at AP*

- 9.9 Discussions are underway with the Urban Orchard Project (formerly the London Orchard Project) to develop a community orchard in the Railway Field in the Grove. The Urban Orchard Project works in partnership with communities to plant, manage, restore and harvest orchards in urban areas to help citizens to rediscover the pleasure of eating home-grown fruit and nuts. It was originally established in 2009 as a London project, but now is active across Great Britain, and has restored and/or created over 50 orchards since that time, including in the Borough.
- 9.10 The proposal will incur costs in staff time, soil testing and for the trees and labour. There is an allowance for supply of new trees in the current grounds maintenance contract and furthermore, John O'Conner (GM) Ltd has agreed to provide support for this project by way of volunteer labour from their head office.
- 9.11 A further meeting with the Urban Orchard Project is due in August and more details will be available at the next Board Meeting.

##### *High-level Adventure Course / Go Ape*

#### Background

- 9.15 AP has been in discussions with a company called Adventure Forest Ltd, who trade as 'Go Ape', who have been developing unique outdoor adventure activities involving high-level zip wires since 2002. They are the only international multi-site provider of such facilities & activities, with 29 active sites in the UK. Go Ape have

an excellent track record in terms of user enjoyment, safety and environmental performance, with over 4 million users since they started.

- 9.16 The company set up and operate 'tree top adventures' - namely, courses made up of a series of high-level platforms, ropes and zip wires located high up within the tree canopy. They are designed so that anyone over 1.4m in height can take part. They have since developed their offer to include courses specially designed for under-10s/those of shorter stature, and other related activities such as electric Segway forest adventures.
- 9.17 Go Ape have facilities in many locations across England, Scotland and Wales. They originally focused on established forests in rural areas - having agreed a multi-site arrangement with the Forestry Commission in 2003 - but have increasingly been developing facilities in more urban locations, including at Trent Park in LB Enfield (which staff from AP have visited) and Tilgate Park in Crawley. They are currently in negotiations to develop a number of facilities in urban areas, including one in a large local authority park in South London, for which they are about to submit for full planning consent.
- 9.18 Go Ape offer their services to the general public on both a pre-booked and 'turn up & go' basis, although they strongly encourage pre-booking (which account for 85-90% of their business). They can also host group bookings, for example for school-groups, birthdays, anniversaries and corporate events such as team building, etc. Go Ape will also work with groups with special needs to facilitate visits where possible - as illustrated by their oldest visitor to date, a 96-year old blind woman.
- 9.19 Operating seasons for their facilities vary with demand and local seasonal weather patterns, but generally are open from March to December. Courses do not operate in darkness, and so open after dawn and close by dusk. There is a high concentration of on-site staff at all of their facilities to ensure customer safety and enjoyment.

#### Go Ape Proposal for Alexandra Park

- 9.20 Having thoroughly researched several location options within the Park, Go Ape and Officers have developed a preferred option to develop a facility in the NE of the Park, around the slope opposite the deer enclosure and in the wooded area behind the Lakeside Cafe. There would be 2 courses, both on a continuous belay: a full-length 'adventure' that could take 3-4 hours to complete, and a 'junior' course which anyone over the age of 6 could use, which takes approx. 1 hr. The proposal incorporates some large London Plane trees on the carriageway, which have a relatively open canopy and so are not well-known of hosting nesting birds. A few medium-sized branches may need to be removed as part of the installation, but care will be taken not to significantly alter the shape of the crown of these trees. The secondary woodland strip behind the Lakeside Café has become populated by self-sown ash and sycamore saplings and currently receives very little proactive management, so the tree work required for the installation of the zip-wires will be targeted to remove these weed species and improve the quality of the woodland overall. An illustration of the appearance of the facility is given in Appendix 2.
- 9.21 Go Ape are conservatively estimating annual visitor numbers as 35,000-40,000, and estimate that up to 20 posts could be created at AP, should visitor numbers build up in the way anticipated over the next 5-10 years. Go Ape have prepared a full proposal along with supporting evidence & impact assessments, including visual amenity, user numbers, traffic and noise which are included at Appendix 2. In

summary both Go Ape and AP staff are confident that the additional visitor movements created by the facility could be absorbed by existing public transport and car parking provision to/from and onsite, in conjunction with Go Ape's established system of monitoring & managing visitor transport modes via advance bookings. The Go Ape facility requires no machinery, and so the only additional noise generated is the sound of the participants as they use the zip-wires.

- 9.22 We advise that the proposed facility, delivered by a well-known and reputable operator such as Go Ape, would provide an additional, unique and exciting attraction which would draw additional visitors to the Park and encourage a higher level of multi-purpose trips. Some of the activities Go Ape provide - for example Segways - are already available in the Park and are complementary to others eg. tree-climbing, specialist nature walks & trails, etc. Opportunities for promotional cross-selling of opportunities - for example a 'day out'-style ticket which could combine Go Ape with mini-golf, ice-skating, boating, etc - are high. The operator of the Lakeside Café is supportive of the proposal.
- 9.23 Go Ape have a successful track record of working in partnership with a number of statutory and non-departmental bodies (NDPBs) such as the Forestry Commission, Natural England and English Heritage, which demonstrates their commitment to delivering high-quality experiences with lowest possible impact upon both their host environments and the wider environment. They are also committed to sourcing as many goods & services locally, and hence maximising the local benefit of their business.
- 9.24 Go Ape have had informal discussions already with both English Heritage and with relevant officers from LB Haringey authority about the possibility of developing a facility within the Park at Alexandra Palace. This has guided their options analysis and the development of the proposal attached at Appendix 2. We will also consult the HLF case officer who dealt with the Park Improvement Project.
- 9.25 From the information provided and dialogue with key stakeholders (such as English Heritage) to date, we feel confident that Go Ape have a full understanding of the requirements of AP, including giving due regard to the conservation and ecological sensitivity of the Park and Palace.
- 9.26 **The encouragement of the Board to progress this proposal and for a planning application to be made is therefore sought.** We are addressing issues raised by the SAC/CC and the Friends of the Park which will be reported at the meeting, and are optimistic that they can be accommodated as the final detailed designs are prepared.
- 9.27 A special Board meeting may need to be convened between now and the next scheduled meeting on 28 October to consider final designs and a planning application and contractual terms. The outline proposal is attached at Appendix 2.

## **10. Update by Deputy Chair of Regeneration Working Group (RWG)**

- 10.1 There has been one formal meeting of the RWG since the last SAC-CC, in June. The Regeneration Strategy Workshop held in April was attended by some members of the RWG, including the Deputy Chair, Rick Wills (APTL Board member).
- 10.2 The majority of the June meeting was given over to 2 items: i) an update on the outcome of the recent elections and impact upon LB Haringey governance

structures and APPCT Board membership; and ii) an update on the development of concept designs for the HLF project. The latter was warmly received, with support for formalising the key relationship with the BBC (which is being progressed).

- 10.3 Forward meetings of RWG will align with key dates in the Regeneration programme over 2014/15.

**11. Legal Implications**

- 11.1 The Council's Assistant Director Corporate Governance has been consulted in the preparation of this report, and has no comments.

**12. Financial Implications**

- 12.1 LBH comments will be reported at the meeting  
12.2 The costs for the Orchard Project will be met by current the Park development budget and contributions in kind will be sought wherever possible.

**13. Use of Appendices**

- 13.1 Appendix 1: plan of Little Dinosaurs  
13.2 Appendix 2: Information in support of the Go Ape proposal







# **Impact of a Go Ape Course at Alexandra Park on Traffic and Parking.**

## **1. Introduction**

- 1.1 The proposed development at Alexandra Park will comprise of one course that can accommodate two separate activities; one lasting three hours and one lasting one hour. These two activities have different capacities and usage patterns, which are described below.
- 1.2 For both activities, there are a maximum number of people who can start at any one time. The activities are also time constrained. This means that only a fraction of the total capacity for the day will be present at any one time and arrivals are staggered evenly throughout a day. Given this, the following analysis is based on the maximum car journeys over the course of an hour rather than the cumulative effect over the course of the day. This has the result in analysing worst case scenarios, as over a day the average impact will be lower than the maximum impact described here.
- 1.3 The course is planned be open from February through to November, and closed for the remainder of the year, although this may be extended if the demand presents itself. First briefing sessions will start at 8am where demand is sufficient, and the last session will be at 6pm latest for the three hour experience and at 7pm for the one hour experience. The time of this last session will get earlier throughout the year as we require all customers to have left the course by the time it is dark.
- 1.4 The analysis is based on maximum possible capacity, which will only ever be possible during peak periods (weekends and school holidays). During the rest of the year, capacity on the course will be reduced to allow us to be more efficient with staffing.
- 1.5 The analysis assumes that half the people on the course will complete the three hour experience and half the one hour experience. This ratio may change throughout the year.
- 1.6 The course will able to accommodate 70 participants starting every hour (staggered in 15 minute start times).

## **2. The Three Hour Experience**

- 2.1 It is assumed that 15 participants will start the three hour experience every half an hour, so a maximum of 90 people can be on the course at any one time.
- 2.2 The three hour experience is based on our existing Tree Top Adventure courses, and the analysis is based on our experiences operating 28 of these courses around the country.

### **Parking**

- 2.3 We have undertaken an analysis of the impact of a successful Go Ape course on traffic generation. Every booker was sent a post activity feedback questionnaire by email. For a period over the summer of 2011, we asked people how many people were in their group, and how many cars the group arrived in. From a sample of 1535 visitors, from all sites, the average was just over 3.2 people per car.
- 2.4 From large surveys at other London sites, it is concluded that for every 10 customers, there will be 2 cars required (the inference being that the majority of customers travel by public transport).
- 2.5 Therefore a maximum of 18 extra car parking spaces will be required at any one time.

**Effect on Traffic Levels**

- 2.6 Using the data above, the activity would be likely to generate some 6 vehicle visits per hour.

**3. The One Hour Experience**

- 3.1 It is assumed 10 participants will start the one hour experience every quarter of an hour, so a maximum of 40 people can be on the course at any one time.
- 3.2 The one hour experience is based on our existing Tree Top Junior (TTJ) courses, and the analysis is based on our experiences operating 12 of these courses around the country.
- 3.3 In order to better understand the possible effects on traffic levels and any subsequent pressure on parking provision of the TTJ courses, a further survey was undertaken of TTJ participants and/or members of their groups, at our existing sites. The survey was conducted over the whole of the peak summer period, from 14th July 2012 till the end of the English schools summer holiday on 3rd September 2012 (inclusive).

The survey asked the following questions:

Question	Total responses
How many people are in your group?	2941
How many cars have you arrived in?	906
How many of your group are booked on Tree Top Junior?	2004
Were you planning on visiting the park today anyway? ( Y / N )	Y = 298 (1654 in groups) / N = 238 (1285 in groups)

- 3.4 The survey was undertaken by 536 individuals who answered on behalf of their groups. The number of individuals within their groups totalled to 2941. Of this, 2004 were Tree Top Junior participants (the rest were accompanying the participants).
- 3.5 The data shows that TTJ participants do not generally travel on their own, they are usually accompanied by others including people within their group who are not taking part in the activity (this is because the TTJ course is aimed at under 2 year olds). If we divide the number of participants by the total number of people within their groups we can see that for every 10 participants an extra 7 people come to the site. As the maximum number of participants on the course every hour is 40 we can multiply this by 0.7 and conclude that for every hour of operation there is a maximum of 68 people associated with Tree Top Junior (participants and accompanying visitors).
- 3.6 The groups that were surveyed arrived in 906 vehicles, giving us an average of 3.2 persons per vehicle and so an average of 21 vehicles per hour (this includes transport for accompanying non participants).
- 3.7 The survey also asked whether people were planning on visiting the site regardless of their TTJ booking. Of those surveyed 298 answered 'yes' (representing 1654 of the 2941 visitors), indicating that 56% of people who visited the site for TTJ, were planning on visiting regardless. As such half the participants should not be classed as newly generated car journeys and the pressure they put on parking is not totally associated with Tree Top Junior, but comes from existing site traffic.
- 3.8 Therefore, we can see that the TTJ course will generate fewer than 34 people an hour who are making a trip especially for the activity, with 3.2 people sharing per car.

#### **Parking**

- 3.9 Based on the data above, we can conclude that the number of cars created by participants on the one hour experience and their groups per hour will be 10 - 11. This figure of 11 cars is likely to be the very maximum or 'worst case scenario'. For the majority of the time the figure will be a lot lower as for the majority of the year, outside peak times, the TTJ will not be at full capacity. Even at Moors Valley Country Park which as a visitor destination receives around 800,000 visitors a year did not have completely full sessions even on the busiest day (they operated at 91.5% on the busiest day in 2014 so far).

#### **Effect on Traffic Levels**

- 3.10 Based on the figures above, we can see that the one hour activity will generate 11 vehicle visits an hour.

**Staff**

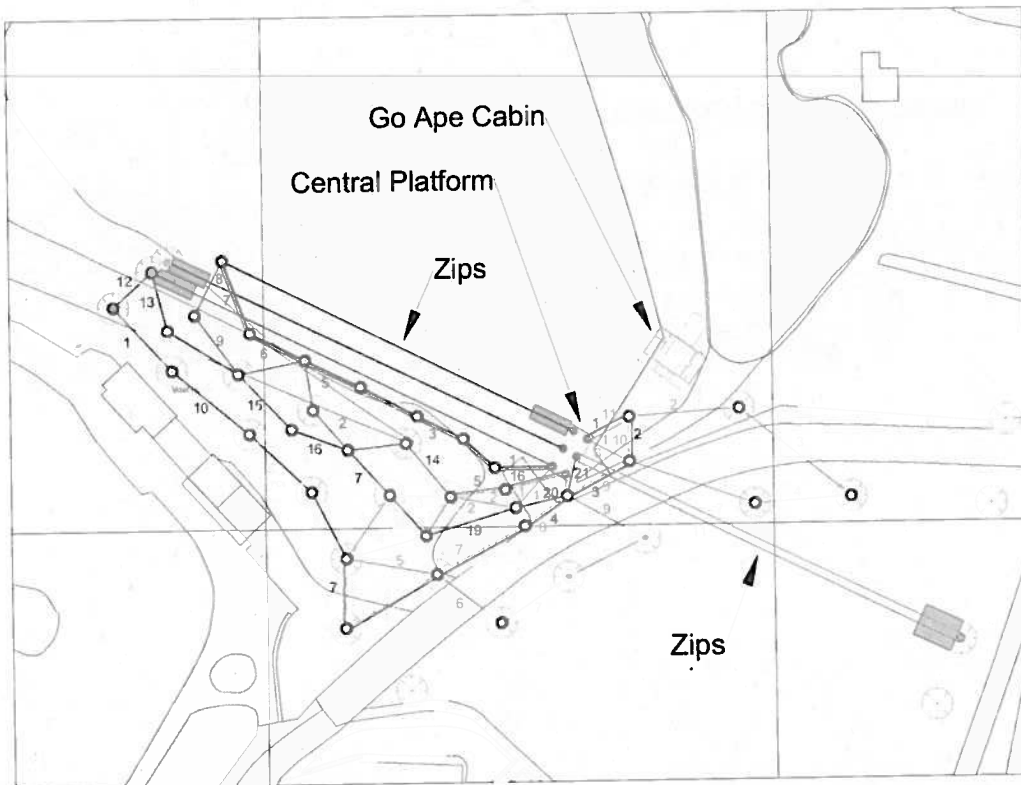
- 3.11 A maximum of 12 staff will be required to run the day. We assume each staff member will require their own car. We will wherever possible encourage them to car share and use public transport – staff are advertised for locally.
- 3.12 Staff will therefore be responsible for a maximum of 12 parking spaces.

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**4. Summary of Traffic Levels and Parking**

- 4.1 In total Go Ape will be responsible for a maximum of:
- 41 car parking spaces.
  - 17 car journeys an hour into the park (or one every 3.5 minutes).

Ordnance Survey  OS Mastermap<sup>®</sup>

















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Print Date: 12th June 2014

**Go Ape - Alexandra Palace  
Block Plan  
1:500**

- |   |                       |   |                            |
|---|-----------------------|---|----------------------------|
|  | Tree without platform |  | Loop 1 - Children's course |
|  | Tree with platform    |  | Loop 2 - Children's course |
|  | Pole with platform    |  | Loop 3 - Junior course     |
|  | Central platform      |  | Loop 4 - Grand course      |
|  | Activity Number       |  | Loop 5 - Grand course      |
|  | Zip Landing Zones     |  | Loop 6 - Grand course      |
|  | Existing building     |   |                            |
|  | Go Ape Cabin          |   |                            |



OS Mastermap

Ordnance Survey



Go Ape - Alexandra Palace  
Visual Impact of Course Area  
1:1250



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Landscape/2017  
Data Source: Ordnance Survey Mastermap  
Print Date: 05/04/2017

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Adventure Forest Ltd. T/A Go Ape,  
Proposed High Ropes Course at Alexandra Park

# Proposal and Explanation

## **1. Background to Go Ape**

- 1.1 Go Ape is the multi-award winning provider of high ropes adventure courses which enable people of all ages to experience an adventure up in the tree canopy. Go Ape's traditional 'Tree Top Adventure' (TTA) courses, designed for anyone over 10 years old, have been built and successfully managed at over 29 sites across the UK for over ten years, including within National Parks, Areas of Outstanding Natural Beauty and Sites of Special Scientific Interest. Go Ape have recently developed children's courses called Tree Top Junior (TTJ) to open up the activity to a younger audience. The design for Alexandra Park sees the development of a new hybrid course which effectively combines the adult and children courses together for a more compact urban setting.

## **2. Location of the Proposed Development**

- 2.1 The proposed location of the high ropes course is in the north western corner of Alexandra Park, close to the café and existing play ground, as can be seen on the attached Location Plan.

## **3. Who Will Use the Course?**

- 3.1 The ropes course has been designed to be accessible to the vast majority of people, including both adults and children. Anyone over 1 metre tall will be able to access the course, and there is no age limit. In fact the oldest Go Ape participant was a 96 year old blind lady, so the course will be very inclusive.
- 3.2 The course is made up of different loops of crossings. Some of which have been specifically designed to be more suitable to children and some which are much more demanding and only accessible to older participants. Whilst some children will not be allowed to access the higher routes, adults will be able to access the children's route so are able to share in the experience with their children if they so wish.

## **4. How Does the Course Work?**

- 4.1 The course is made up of a number of elements including a large central platform, platforms on trees, platforms on poles, timber and wire crossings and zip wires.

## Adventure Forest Ltd. T/A Go Ape, Proposed

- 4.2 The course will focus around a large central platform from which five circuits of crossings start and finish. These crossings will be at three different heights. In addition, there are five zip lines, four starting at the central platform and one zipping back towards the area of the platform. Secured around the whole of the course is a continuous metal safety cable, the 'continuous belay', which participants are attached to at all times.
- 4.3 Participants will be greeted and issued Personal Protective Equipment (PPE). The PPE includes a harness with an attached pulley. The start of the course is the central platform which has a set of access stairs built within that allow participants to reach the two levels from which they can access the various circuits of crossings.
- 4.4 Participants will then make their way around the course, traversing the various crossings at height before descending the zip lines back to the ground. They will then return onto the course via the main platform.

## **5. What Are the Operational Hours?**

- 5.1 The Go Ape course will be managed by a dedicated site based team. The operating season for the course will initially be from the February half term school holidays to the first few weeks of December with the course closed for the rest of December and January. However once established if there is demand the course may eventually be run year round.
- 5.2 The longest opening hours will be between 8am till 9pm or dusk, whichever is earlier.

## **6. Sessions**

- 6.1 There will be a range of sessions available from one to three hours. These sessions will be staggered every fifteen minutes so that participants are accessing the course in a constant flow rather than creating bottle-necks on the course and in the park generally. Please see the attached 'Impact of a Go Ape Course at Alexandra Park on Traffic and Parking, for more detail on the impact on the wider park.

## **7. What Will the Course Look Like?**

7.1 The ropes course will look very similar to existing Go Ape facilities that are around the UK although as this is a new type of course there are some elements that have not previously been seen. In the main natural materials such as timber will be used which will help the course blend in with its natural surroundings.

7.2 The majority of the course is high up in the trees or on poles at three levels. Only the access staircase and zip landing sites will be in contact with the ground. The attached course plan illustrates the layout of the course which will consist of the following structures:

- (i) A central platform and staircase.
- (ii) Tree top platforms braced to the trunks of the course trees.
- (iii) Poles effectively acting as trees in locations where none are present.
- (iv) Timber, wire and rope crossings arranged in five circuits.
- (v) 5 zip wires and landing sites.

Images of examples of existing course structures at some of our other sites in the UK are attached.

### **7.3 Tree Top Platforms and Wooden Braces**

7.3.1 The course is made up of wooden platforms from which the crossings are strung between. These platforms sit upon a wooden brace that uses two long bolts positioned either side of the trunk to clamp the wood to the tree. A nail is used to help keep the wood in place whilst the bolts are put in position. During an annual independent tree inspection tree growth is noted. If a tree has grown significantly then the braces and platforms can be altered to give the tree more room.

### **7.4 Central platform and Access Stairs**

7.4.1 The course is accessed via a set of stairs situated below the large central platform.

### **7.5 Crossings**

7.5.1 Various crossings of different lengths span the gaps between the tree top platforms and allow participants to make their way around the course. These crossings are constructed of

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timber, wire cable and/or rope, all materials that blend in with the natural surroundings of the course. Crossings are replaced and refreshed throughout the life of the course.

### 7.6 Sacrificial Battens

- 7.6.1 Throughout the length of the course runs the safety cable which makes up the continuous belay system. This cable has to be appropriately secured to each of the trees on the course. Various crossings also require cables and/or brace attachments to the trees. None of the cabling or braces come into contact with the trees but is held away from the bark by sacrificial wooden 'full round' battens. The battens are kept in place with nails in order to ensure the correct position during construction however no loading is placed on the nails and penetration is kept to a minimum. As the tree grows it pushes these battens out into the metal cables and braces which eventually dig into and crush the battens instead of the tree. During annual tree inspections these battens are inspected and can be replaced if necessary.

## 8. How Big is the Ropes Course?

- 8.1 The ropes course will be located within an area of approximately 0.68 hectares; however the course does not physically occupy the whole of this space. The crossings are up in the trees; only the access stairs; the zip landing zones and the cabin will take up physical space on the ground. The course therefore does not require the exclusive use of this part of the park; visitors will be able to walk underneath the crossings and use the area as they do presently.

## 9. Is the Course Safe?

- 9.1 Go Ape have over 10 years' experience of managing high ropes courses with over 4 million people having successfully completed a Go Ape course without serious injury. Alongside our construction partners Altus we are at the forefront of innovation and improvement in both operational safety and construction methods. We have both contributed significantly to the European Ropes Course Standard.
- 9.2 The Primary Authority Environmental Health Officer for Go Ape has certified that Go Ape complies with all relevant UK Health & Safety laws, regulations and guidance<sup>1</sup>.

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<sup>1</sup> Linda Green, Cheshire West & Chester Council.

9.3 The use of the continuous belay system means we can offer this activity to anyone over 1 meter tall as there is no responsibility on their part to make sure they stay attached. The safety cable runs continuously around the course. Before ascending the access stairs a participant's belay device (pulley) is 'threaded' onto the safety line with the help of one of our instructors. Participants are then attached to the safety line until after they have completed the course and have descended the access stairs and are firmly back on the ground.

9.4 Additionally, all Go Ape staff are First Aid trained and the company carries full public liability insurance.

### **10. Will the Course Adversely Affect Other Visitors?**

10.1 Go Ape does not require exclusive access to this area of the park; the area in which the course will be built will still be able to be used by other members of the public.

10.2 The course has been designed to not interfere with any events held on the large field, and the zip lines run down the edge of the tree line.

10.3 The course will not interfere with any pre existing users of Alexandra Park in any way.

### **11. Will it be Noisy?**

11.1 No machinery is required to operate the course, the only noise associated with its operation is that made by participants as they experience the trees from the height of the canopy. The proposed development is next to the existing play ground and all weather sports pitches where the sounds of people enjoying themselves is already a common occurrence.

11.2 Go Ape have commissioned a Noise Consultant (Duncan Newhall of DKN Acoustics) to comment on the impact of noise of a Go Ape course on, most specifically, the neighbouring properties. Whilst this needs a site specific assessment to confirm his conclusions, you will see in the attached report that the Go Ape course is likely to have no impact on the nearest properties.

## **12. What will be the Visual Impact?**

- 12.1 It is appreciated that the visual impact on and from the Palace is very sensitive, and the design has this in mind. The area of the proposed course is set down the hill and the other side of the lower car park that hosts overflow parking and occasional facilities such as the fairground.
- 12.2 The attached plan shows where the course will be visible from. You will see that the impact on views is minimal and doesn't impinge on the Palace itself. An illustration of the actual view of the course from an existing location in the Park (close to the Deer Enclosure) is also attached, along with the photo of the existing location.

## **13. The Cabin**

- 13.1 The course will require the use of a cabin that is used as a reception, office and equipment store. The proposed location of a cabin is indicated on the plans. There already exists an old storage shed on this site, and while we would love to use this in its current state, it is not secure enough for our purposes. Instead, we propose to build a new cabin on the site of the old shed (potentially keeping half of the old shed for the park team). The style of this cabin is shown in the attached images.

## **14. How Many People will be Employed?**

- 14.1 A number of full and part time seasonal (March – November inclusive) jobs will be created. As many as 20 positions will be created.
- 14.2 Go Ape is an equal opportunities employer and all new jobs will be advertised within the local area.

## **15. What is the Effect on Traffic Levels and Parking?**

- 15.1 The advantage of Alexandra Park's central London location is the ready access to an extremely good and well used public transport network, which includes the London Underground, London buses, taxis and Barclays bicycles.

Adventure Forest Ltd. T/A Go Ape, Proposed

- 15.2 You will see in the attached document that at peak capacity, the course will create the need for 41 extra car parking spaces (including 20 staff cars) and generate 17 car arrivals an hour.
- 15.2 Go Ape has invested significantly in a booking and visitor management IT system which is now used by all of our facilities. Whilst we do allow on-the-day/walk-up bookings, we strongly encourage pre-booking and now 85-90% of our customers pre-book. This allows us to monitor and manage peak-flows and ensure that our clients have the best possible experience that doesn't involve queues, etc. In addition we ask at the booking stage what method of transportation the visitor (and any others in their party) is planning to use. This enables us to monitor and manage usage levels of private vehicles by our clients: our booking system can then 'flag up' where this is expected to be high such that we can issue a request to our pre-booked visitors to use public transport instead. Where necessary to prevent conflict with other events we can even notify our users in advance that there will be no parking available onsite and to use public transport; we can also offer a discount to encourage visitors to use public transport for periods where this is felt desirable.

## **16. What Impact will the Course Have on the Trees and the Woodland?**

- 16.1 As discussed earlier, the construction of the course is designed to minimise the impact on trees. Go Ape conducts annual independent inspections of all trees as well as conducting long term studies into the impact on tree health. With the exception of some localised oxidation of the small nails used, there is no long term damage to the trees. We work closely with an independent arboriculturalist, John Harraway, who monitors the impact of the courses on our trees, both on a general level as well as monitoring the individual trees.
- 16.2 Some of the loops will use the large Plane trees, with some branch removal likely. Before any planning application is submitted, this will be discussed in detail with the Tree Officer from Haringey Council and alternatives found if necessary.
- 16.3 Most of the course is hidden in a largely self seeded and undermanaged woodland behind the café. In here, some trees will be used and supplemented with poles. As part of any

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build, Go Ape will undertake to work with the Trust to improve the quality of the woodland by thinning and management of the area.

- 16.4 Our courses are also friendly to the wildlife. The wood peel (which is an otherwise waste product from timber processing) creates habitats for small creatures and the undersides of our platforms have provided the perfect shelter for nesting birds! In addition, we recycle as much material as possible.
- 16.5 During the design and build of every course, an independent ecological impact assessment is undertaken. Thus far, and in areas including SSSI's and AONB's, Go Ape courses have consistently been shown to have no detrimental impact on the environment. Indeed, Go Ape work at sites to enhance the local ecology where-ever they can.
- 16.6 We use local goods and services for the production and maintenance of our courses; and for our Groups & Events packages we use local conference facilities and local caterers who source and use local produce.

## **17. Expected Visitor Numbers**

- 17.1 Our broad estimate of visitor numbers is between 35,000 - 40,000 a year. This is based on data from existing sites which already have an adult and junior course in operation for over a year. The range of estimated visitor numbers takes as its base a good (but not the highest performing) site.

## **18. What participant's say about our ropes courses**

**Kathleen Chandley**, Moors Valley

Absolutely loved it - we had a brilliant day and never felt as though we were rushed as the entrance was timed. The staff were very friendly and helpful. The course was very well set-out and none of it was boring. The youngest was 8 and the eldest was 46 - we all had a great time.

**Sam Hardy**, Thetford

Awesome day out with my children..... They were blown away with the junior course having watched me a few times before. They have the feeling of danger where there is none - perfect. 10/10.

**Simone Jalabert**, Thetford

Adventure Forest Ltd. T/A Go Ape, Proposed

Excellent welcome and very clear safety instructions. When children were a bit nervous the instructors were very patient helping them across one of the obstacles and they went on loving the rest of the course. Great family adventure.

**Michael Snaith**, Moors Valley

Being able to share this experience with my two daughters was enormously enjoyable if not challenging on one or two occasions for the older member of the team. The professionalism of the staff was very impressive and they made us very welcome.

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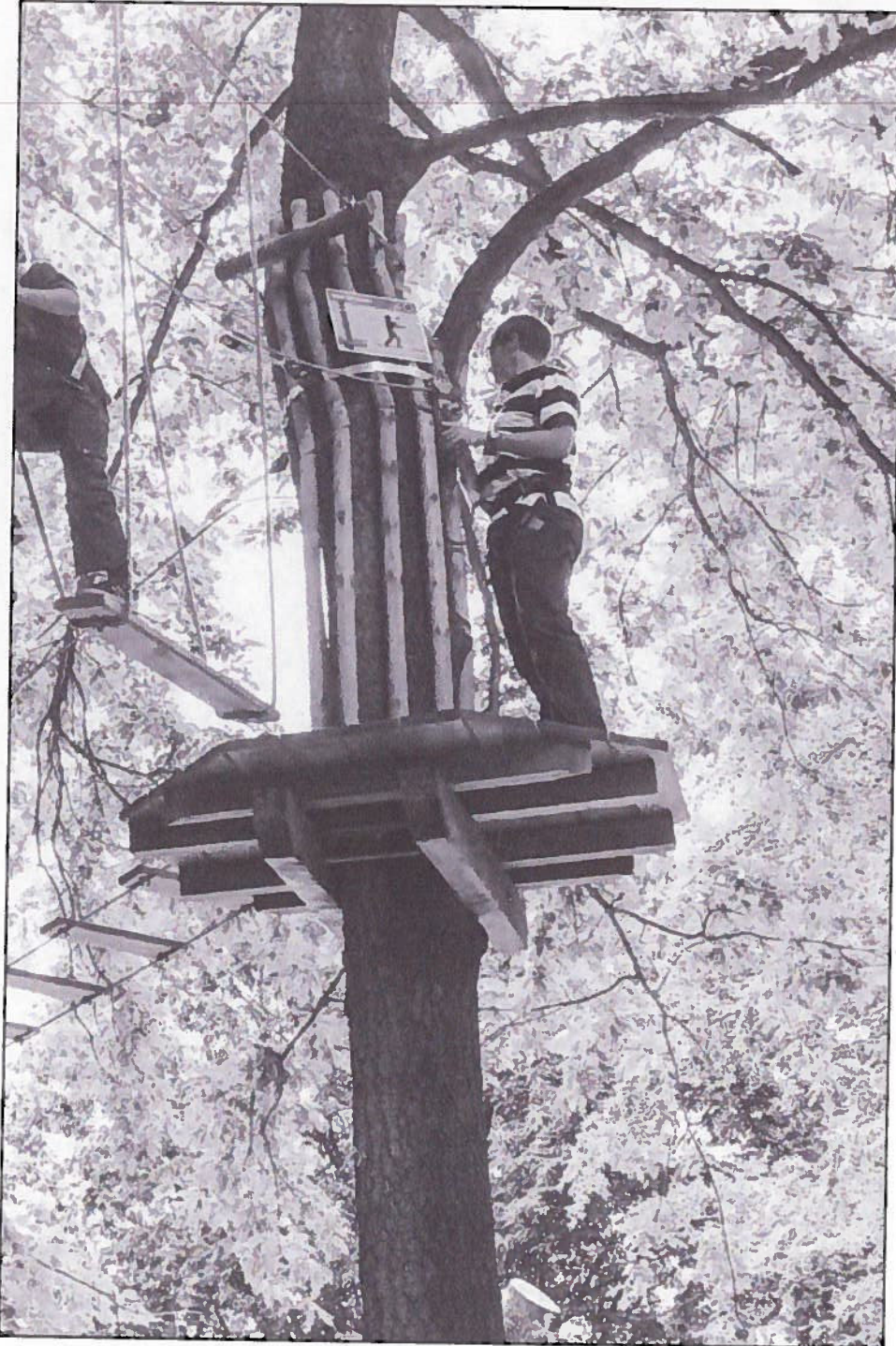
**Johannah Hollands**, Thetford

Excellent opportunity for younger children to have a Go Ape Experience. We absolutely loved every minute of it and will return some time soon. All staff professional and helpful too.

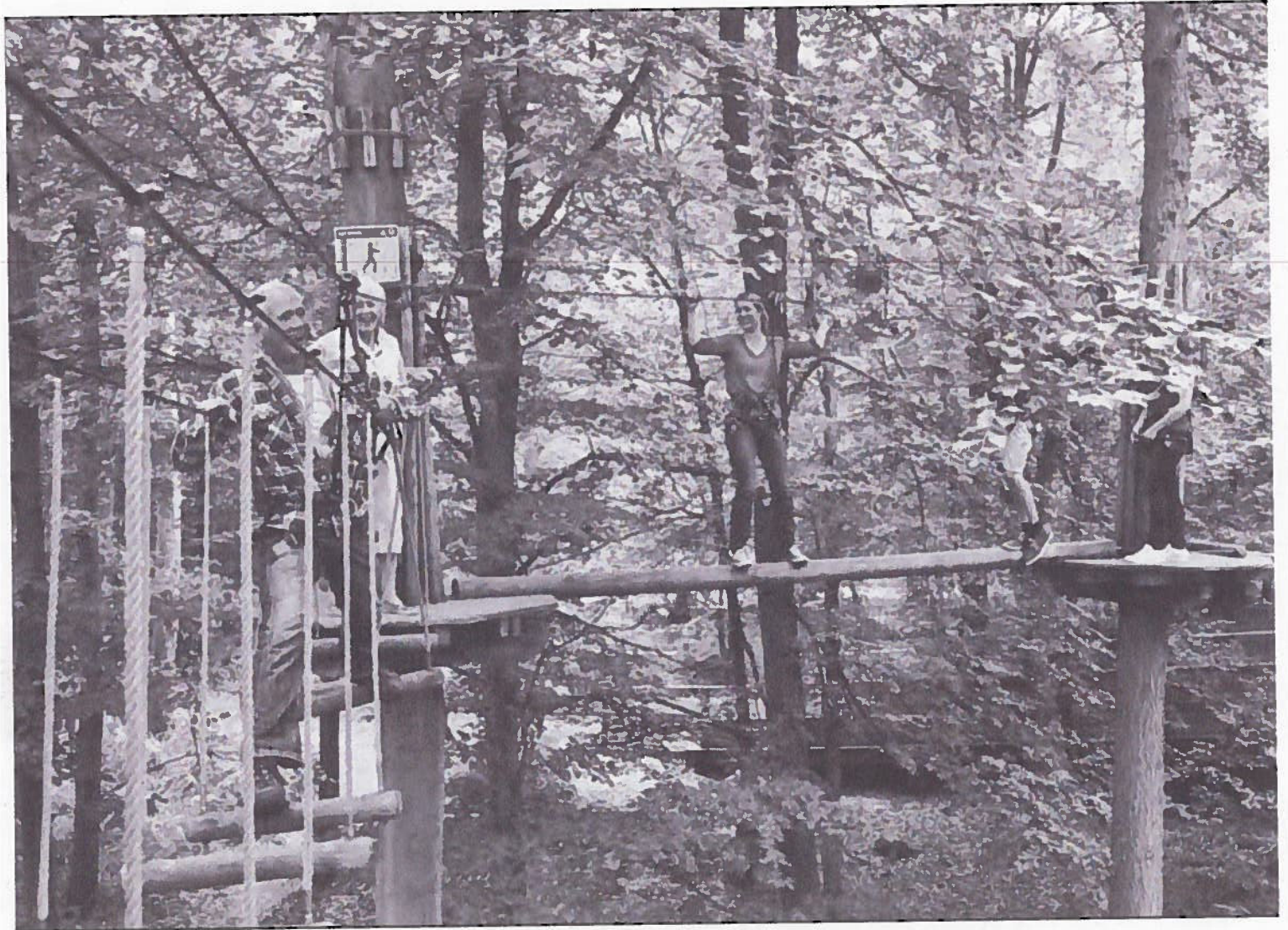
Adventure Forest Ltd. T/A Go Ape, Proposed

**Images from existing UK Go Ape facilities**

Example of a Typical Platform



Adventure Forest Ltd. T/A Go Ape, Proposed



Example of Typical Crossings

Adventure Forest Ltd. T/A Go Ape, Proposed



Example Zip Line 1

Adventure Forest Ltd. T/A Go Ape, Proposed



Example Zip Line 2

Adventure Forest Ltd. T/A Go Ape, Proposed

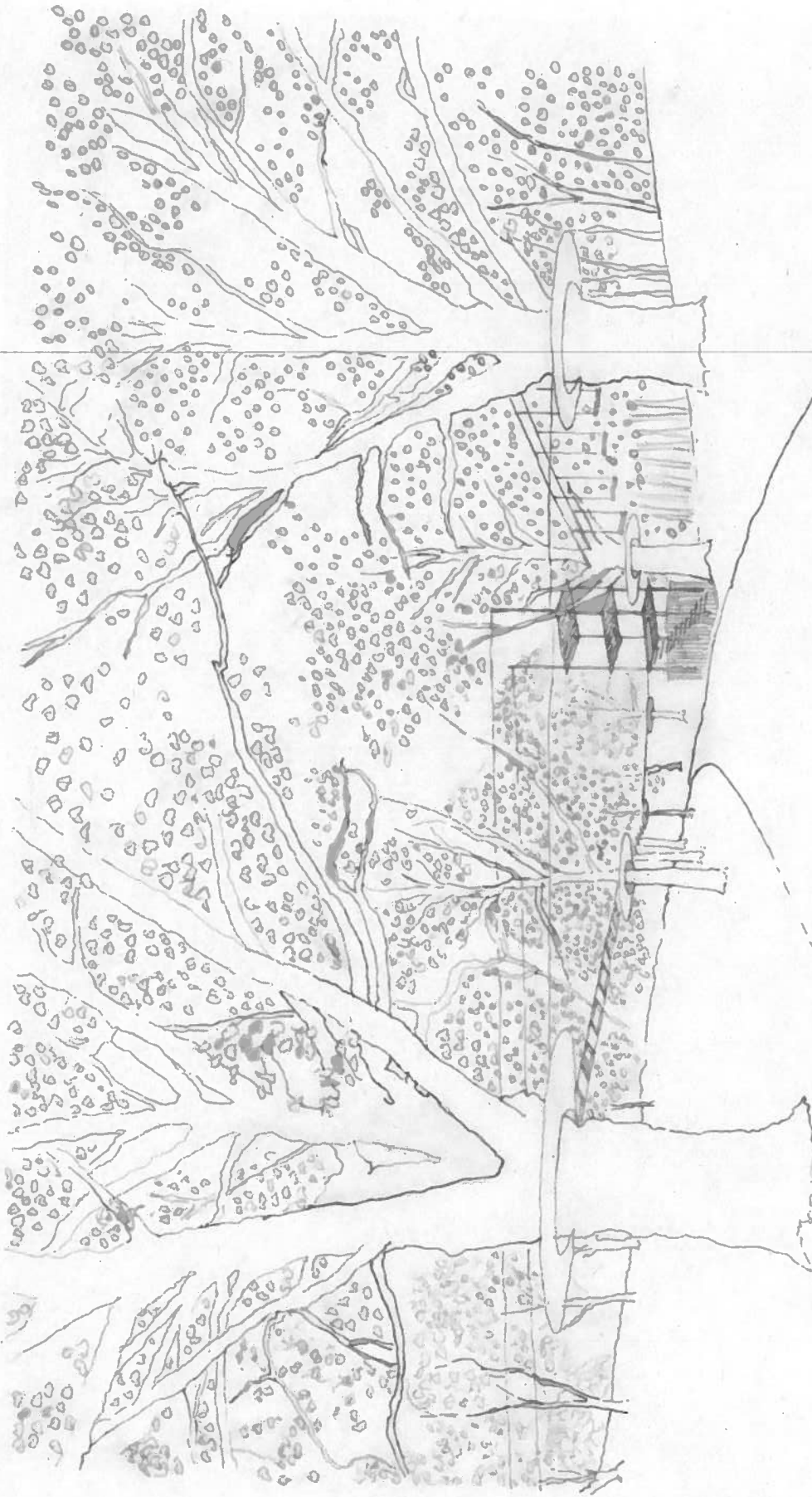


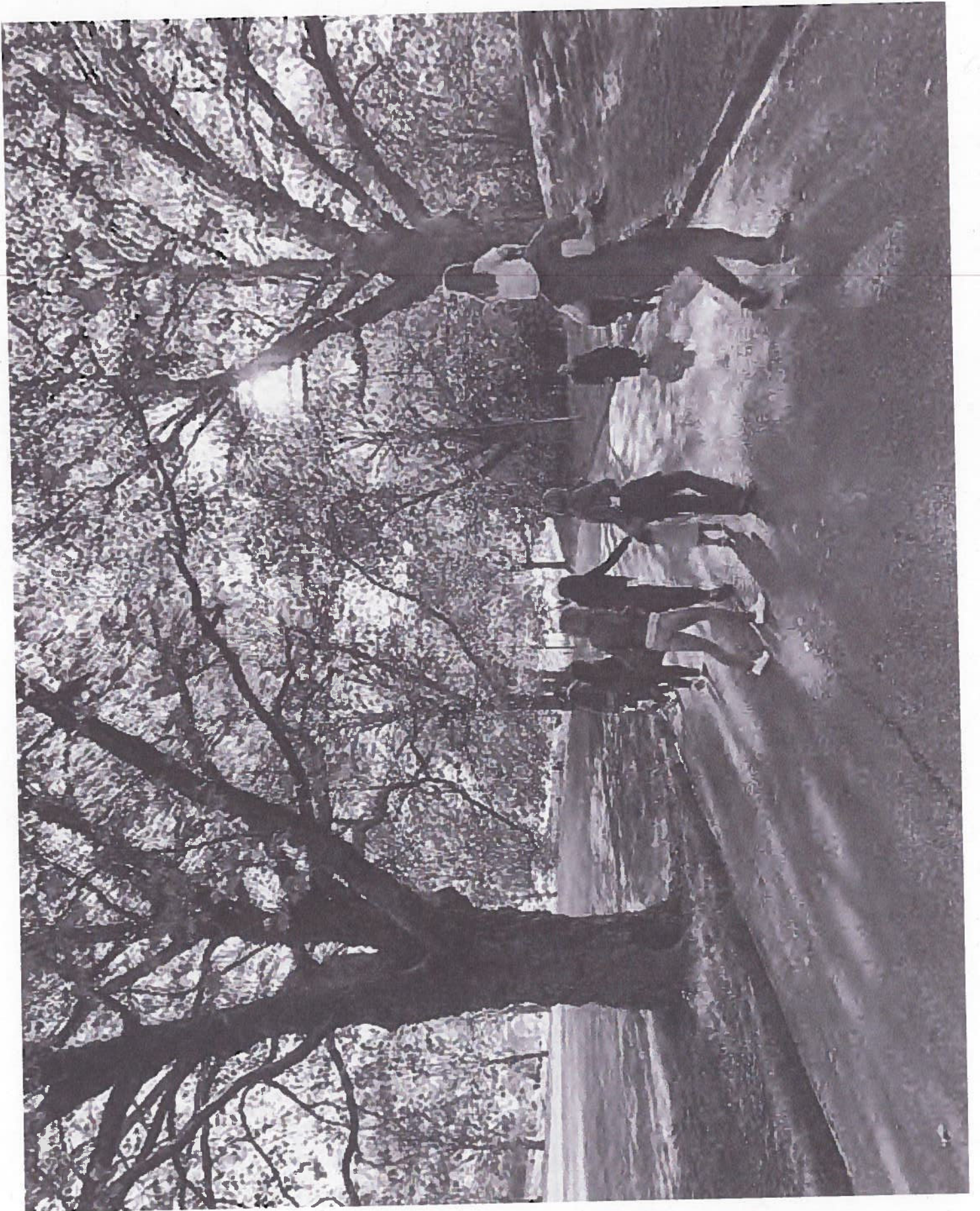
Example of a Zip-line Landing Site

Adventure Forest Ltd. T/A Go Ape, Proposed



Example of Brace and Platform Construction







Our ref: Q0244.2  
12 June 2014

Ben Davies  
Business Development Manager  
Go Ape Ltd  
(sent by email)

Dear Ben

**Re: Proposed Go Ape development, Alexandra Palace – outline noise impact assessment**

Thanks for the information sent by email. I have the following comments on the potential noise impact from the use of the proposed course at the nearest residences.

**Background information**

A noise survey of the existing Go Ape site at Delamere Forest has been undertaken to establish typical noise levels from the use of the course. In general, low levels of noise levels are generated. The only apparatus generating significant noise levels was confirmed as the zip lines, from the running noise of the zip wire mechanism and from participants' voices.

**Predicted noise levels - proposed Alexandra Park development**

I have reviewed the proposed layout drawings. Using the above noise source data, I have undertaken an initial noise prediction from the 4 no. proposed zip lines to the nearest residences in Vallange Road to the west and Alexandra Park Road to the north. These residences range from approximately 80-176m (Vallange Road) and 123-139m (Alexandra Park Road) from the nearest part of the zip wire runs.

A worst-case noise prediction has been carried out assuming noise attenuation over these shortest distances to the zip wires and assuming a pessimistically high usage rate of 60 people/hour for each zip line (i.e. 240 per hour in total). It is also assumed that the zip lines will be in simultaneous use. In reality, noise levels are likely to be lower than predicted, as distances to residences will be greater to the more distant stretches of the zip wire runs and usage rates are expected to be significantly lower.

**DKN Acoustics**  
Tel: 01225 864557  
Mobile: 07952 058776

1 Wine Street, Bradford on Avon BA15 1NS  
Email: [duncannehall@aol.com](mailto:duncannehall@aol.com)  
[www.dknacoustics.co.uk](http://www.dknacoustics.co.uk)

The cumulative  $L_{Aeq}$  noise level is predicted at 48 dB at the Vallange Road residences and 47 dB at the Alexandra Park Road residences. This is therefore better than the recommended range of 50-55 dB for residential gardens provided by BS8233. In addition, it is expected that given the suburban location, there will be no increase in the pre-existing ambient noise level at the residences, or that any increase will be insignificant and at an imperceptible level, as a result of the use of the proposed development. However, it is recommended that this be confirmed by further work to establish existing noise levels and that a further more detailed noise prediction assessment be undertaken.

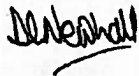
Note: The  $L_{Aeq}$  noise level is the 'equivalent continuous noise level', loosely referred to as the 'average' noise level.

#### **Conclusion**

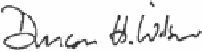
It is therefore concluded at this outline stage that there will be no adverse noise impact to the nearest residents.

I hope this information is helpful.

Yours sincerely



Duncan Newhall  
**DKN Acoustics**

<b>Alexandra Park and Palace Board</b>	<b>22 July 2014</b>
Report Title: <b>Report of Commercial &amp; Development Director</b>	
Report of: <b>Emma Dagnes, Commercial &amp; Development Director</b>	
<b>1. To update the Board on the recent developments and activities, in particular</b> <ul style="list-style-type: none"><li>• Commercial activity update</li><li>• 2014 Fireworks Planning</li><li>• The events calendar (appendix 11.2)</li></ul>	
<b>2. Recommendations</b> <p>2.1. That the Board notes the contents of the report and gives its views where appropriate.</p> <p>2.2. Fireworks Planning</p> <ul style="list-style-type: none"><li>• The Board approves Alexandra Palace to be the lead partner in delivering the 2014 Fireworks Display</li><li>• The Board notes that APTL will hold the license for this event and as such will appoint all major contractors and approve all decisions made relating to the planning and delivery of the event.</li><li>• That the capacity will increase to 35,000 from 30,000 in 2013</li><li>• Entry to the beer festival and south terrace will be via a separate ticket</li></ul>	
Report Authorised by: <b>Duncan Wilson, Chief Executive, APPCT &amp; APTL</b> 	
<b>Contact Officer: Emma Dagnes, Commercial Director, Alexandra Palace Trading Ltd, Alexandra Palace Way, Wood Green N22 7AY Tel No. 0208 365 4343</b>	
<b>3. Executive Summary</b> <p>3.1. This report highlights the activity taking place across the commercial areas of the trading company including the Ice Rink, Events Halls and Catering including Bar &amp; Kitchen.</p> <p>3.2. This report outlines the lessons learnt from Fireworks 2013, the new structure for management and control of the 2014 event and additional operational measures which will be put in place.</p> <p>3.3. The report outlines the up and coming events schedule (Appendix 12.2)</p>	
<b>4. Reasons for any change in policy or for new policy development (if applicable)</b> <p>4.1. N/A</p>	
<b>5. Local Government (Access to Information) Act 1985</b> <p>5.1. N/A</p>	

## **6. EVENT SALES HIGHLIGHTS**

### **6.1 Exhibitions and Shows April 2014 – July 2014**

The Alexandra Palace exhibition team which includes members of sales, marketing, operations and catering have worked hard over the last 12 months to develop bespoke packages ensuring exhibition organisers are given a clear view on the cost of bringing their event to our venue. This has also included significant partnerships with suppliers to ensure our customers get the very best deals. Their hard work has delivered a number of new events as well as important rebooks. We have a focused and aggressive sales strategy to win business from our competitors and ensure new shows consider us when looking at venues to hold their exhibitions.

Antiques returned in May and numbers were slightly down on previous shows with around 3,000 visitors. This was the last show run by the current organisers, Nelson who have sold the Alexandra Palace event to International Antiques and Collectors Fair (IACF). IACF also run trade shows so we will be looking to expand our business with them.

Also in May Alexandra Palace hosted Phex – the first time that this plumbing trade show has exhibited in London. The client was pleased with their first year and the sales team will be looking to secure this event for the future.

The Great British Tattoo Show returned for a second year in late May and this time they bought the Lucha Wrestling with them. Footfall was significantly up on last year with 6,500 visitors across the weekend compared with 5,200 in 2013. Another quirky spectacle this year included a wedding ceremony in the Great Hall which was filmed as part of the TV show Don't Tell the Bride (to be aired later this year).

Les Mills and UCAS were the two big shows in June. Les Mills was a new fitness event designed to introduce the Les Mills exercise programme to their instructors and key fitness personal within the industry. This was a packed day with a number of classes taking in place in various rooms across the site. The Client was extremely pleased with the venue.

The UCAS exhibition was another first for Alexandra Palace with the event previously being held at Olympia. Numbers exceeded expectations and the Client made a point of commenting on the friendliness and professionalism of all the staff involved on the day. The Sales team are working hard to secure further business with UCAS and are prioritising building this relationship.

In addition to a strong 3 months of exhibitions and shows the Sales team also secured a number of smaller film shoots, most notably John Lewis 150th advert and location shooting for the ITV drama Mr Selfridge. Pushing Alexandra Palace as a location to producers is one of the main objectives this financial year for both the Sales and Marketing teams and we were selected as Film London's Location of the Month in April.

### **6.2 Future Events**

The business is looking to grow in terms of revenue by 10% in 14/15 on 13/14, this is a challenging target but the year has had a good start across all our areas of business. We are currently on sale with Alt-J, The 1975, Fat Freddy's Drop, Jake Bugg, The Gaslight Anthem and Bonobo. Current pipeline business in terms of events is looking strong, however prospects needs to be bolstered to realise our aggressive growth target so the team are working hard to maximise all opportunities including targeting specific events from other venues who we know will thrive at Alexandra Palace.

## **7. CATERING**

- 7.1** The catering team has had a good start to the financial year with a number of increases on targets for F&B sales at events. The team has also gone through a minor restructure seeing internal promotion for Deed Qafaliaj a long serving member of the Alexandra Palace staff.
- 7.2** The Bar & Kitchen continues to strengthen its offer, a partnership arrangement has seen a number of our street food providers (who work with us on Live Events) have a presence during the weekends in the outdoor beer garden. This arrangement has delivered increased profits to the B&K.
- 7.3** The Beach area continues its transformation with planting being added to the benches and a “pop-up” structure due to be put in place for July 2014. Planning permission has been sought from the local authority as the structure will be in place for more than 28 days over the summer months. Though it is on wheels and will be considered flexible in its use. Advice has been sought from the LBH Head of Planning, LBH Conservation Officer and SACCC. (See appendix 12.2 for drawings.)

## **8. ICE RINK**

- 8.1** The Ice Rink continues to move its ticketing operation online, offering the customer a reduced rate. There has been an up-turn in footfall and the team have been aware of new customers attending the rink since the SEE Tickets partnership came into place.
- 8.2** The Ice Rink is also sad to see Deputy Leisure Manager David Hetherington leave after 2 years. Though his time at Alexandra Palace has been short, David has made a significant impact on the development of the Ice Rink and we would like to thank him for all his hard work.

## **9. STRATEGIC PROJECTS UPDATES**

### **9.1 Sponsorship**

The sponsorship strategy continues with BDS reporting on progress to the Commercial & Development Director on a weekly basis. Discussions with interested brands and organisations are in their early stages so currently there is no conclusion to be drawn on whether a sponsor(s) will be secured.

## **10. FIREWORKS PLANNING UPDATE**

### **10.1 Background 2013 event**

In 2013 the license to hold a firework display at Alexandra Palace was taken on by an external organisation. As such this external organisation was responsible for the overall planning and delivery of the event with Alexandra Palace in a custodial role. This was also the first year that the fireworks had been run as a paid, ticketed event whereas in previous years entry had been free of charge. The firework ticket also entitled visitors to free access to the German Beer Festival taking place in the Great Hall. For an additional charge of £5 event attendees were also able to purchase a session to the Ice Rink which also sold out prior to the event.

As detailed in the February 2014 report the event failed to deliver against the high customer service standards which we set ourselves. The following report outlines the proposed changes to the event following the lessons learnt from 2013

## 10.2 Operational delivery

Alexandra Park & Palace fireworks event is the only event in the country that operates an indoor offer (Beer Festival and Ice Rink) with an outdoor display. This is done to allow for the event to be cost neutral where as in previous years it has cost the Trust £160,000. To deliver such a complex event a lengthy planning and multi-agency consultation process is undertaken in the run up, throughout and post event. Stakeholders and Partners who would be part of the planning and delivery would include:

- Haringey Council
- Metropolitan Police
- London Ambulance Service
- London Fire Brigade
- Transport for London
- Capital Connect
- Alexandra Palace Events Team
- Contractors: Fireworks team, production, security, health safety etc

As with all large scale event in the Palace key members of the above will form the Emergency Liaison Team (ELT) which provides the principle decision making body pre, during and post event.

The ELT will be chaired by APTL alongside an independent Health and Safety Consultant with experience in large scale outdoor / indoor events. The ELT will also be made up of the following:

- Event security
- Metropolitan Police
- London Ambulance Service
- Event Medical
- LBH Licensing Enforcement Officer
- LBH Building Control officer
- Event Production Manager
- Head of Event Operations AP

## 10.3 Initial Safety Advisory Group (SAG) meeting

The first SAG was held on 23rd June 2014. At this meeting a top line presentation was delivered by Alexandra Palace outlining the review of 2013, lessons learnt and proposals for the 2014 meeting. The agenda for the SAG was as follows:

- Review Presentation of 2013
- Proposals for 2014
- Stewarding / Security
- Marketing / Communications
- Customer Service
- Entry Fee and Ticketing System
- Traffic Management (Park Access, Car Parking, Road Closures, Curfews)
- Disabled parking and viewing areas
- The German Beer and Food Festival
- Funfair and Family Zone
- Ice Rink
- South Terrace / Alexandra Palace Way

- The event footprint including fence line, sterile zones, and disabled viewing
- Production (site infrastructure)
- Opening times and access during the event
- Continuous review of lessons learnt from 2013

The SAG discussed in detail all of the above agenda items however two key decisions / review items were highlighted.

Funfair: The concerns regarding the potential risk of the funfair in 2013 did not materialise and therefore it was agreed at the SAG 2014 that for this years event two funfairs would be created in response to customer feedback. One funfair will specifically cater for families with vintage and children rides. The second will be aimed at young adults with faster, high octane rides.

Alexandra Palace Way: An independent review will be undertaken involving the blue light services in regards to utilising Alexandra Palace Way as a viewing area. The recommendations of this review will be brought to the next SAG meeting

## **10.4 Proposed changes / improvements to 2014 event**

### 10.4.1 Licensing

Alexandra Palace will become the lead organisation for the event ensuring consistency in delivery across both the Fireworks Display and the German Beer Festival. AP will chair and control the ELT with all contractors to the event being established suppliers to the palace. A detailed premises licence will be submitted to LBH Licensing who also attend the Safety Advisory Group. This will follow the same format as the current licence held for the venue.

The license will also request an increase to 35,000 this is to allow for an increase in ticket sales as well as the free under 10's tickets. In 2013 this offer was not ticketed but numbers were registered at the gates. Last year 1000 under 10's entered the event for free. In 2014 the event will be issuing free tickets to under 10's and the expectation is that the take up of this offer will increase to from the previous years' figures.

### 10.4.2 Proposed Entry Fee / Ticketing Changes

- All tickets will be sold prior to the event and there will be strong communication stating that no tickets will be available to purchase on the gates
- Ticketing will be run through Alexandra Palace's official ticketing partner SEE Tickets, reaching a database of three million Londoners. However it must be noted that due to the higher level of service the booking fees will increase in comparison to 2013. There will be a £1 booking fee per ticket purchased (apart from the Under 10's free tickets). Tickets purchased prior to the event at the ice rink reception ticket booth will be exempt from a booking fee
- The early bird offer will be in place for four weeks, after which the standard price will apply
- An optional ticket (after purchase of a fireworks ticket) for the Beer Festival will be implemented at a cost of £10 per ticket (this is an increase based on benchmarking from the £5 originally stated in the February 2014 Board paper). This will also give exclusive access to the South Terrace
- The Ice Rink sessions at an additional £5 per head will run as per 2013

All tickets are summarised in the table below for reference.

<b>Ticket Type</b>	<b>Charge</b>	<b>(net)</b>
Adult Early Bird	£6.00	(£5.00)
11-15yrs Early Bird	£4.00	(£3.33)
Adult <b>Standard</b>	£8.00	(£6.67)
11-15yrs Standard	£5.50	(£4.58)
Ice Rink	£5.00	(£4.17)
German Bier Festival	£10.00	(£8.00)*
Under 10'	FREE	

*Adults are 16yrs and above*

*German Beer Festival will be strictly challenge 25*

#### 10.4.3 Improvement to German Beer Festival

- The event will be ticketed at a cost of £10 per person. Tickets can only be purchased with a ticket to the Fireworks. This will avoid confusion and guarantee access to all ticket holders
- Beer Festival ticket holders will be given exclusive access to the South Terrace along with those who buy hospitality tickets to the Panorama Room. This will assist with crowd management during and after the display. Tickets to the event will be limited to 5,500
- The Beer Festival Bars would be delivered by our Live Music Bar Provider who is used to dealing with large numbers
- A table service operation will be in place in the Great Hall with music and entertainment with further bars and food stalls set up in the West Hall (which due to emergency works was not available in 2013)

#### 10.4.4 Improvement to Park Access, Road Closures and Curfews

- Significant discussions are on-going with park tenants. In 2013 allowing site access despite clear guidance led to unauthorised vehicles driving along Alexandra Palace Way this can not be permitted in 2014. However we are aware of the right of access for tenants and are working hard to come to an agreeable solution
- In 2014 a hard road closure rather than soft road closure will be implemented to ensure the road stays sterile
- Based on issues raised last year the Grove will be unrestricted at all times; however the park areas which will have significant traffic during site build will be closed from 07:00 on the 1st November

#### 10.4.5 Improvement to Disabled parking and viewing areas

- A dedicated disabled viewing area within the outdoor beer garden space also known as "The Beach" will be provided. A car park will be available on site with ease of access to the disabled viewing area, however due to the nature of the event and safety restrictions including access to site in cars, spaces will need to be pre-booked

- An improved system will be in place for communication with disabled customers

### 10.4.6 Improvement to Funfair and Family Zone

- Two funfairs will be in operation at the 2014 event. The family funfair will be sited in the Paddocks car park to the west of the event site. Rides in this year will be suitable for the whole family and will be near the family viewing area
- The second funfair will be located on the pavilion with rides in this area aimed at an older crowd
- Stronger communication messages explaining that although Alexandra Palace has indoor space the event is first and foremost an outdoor fireworks display and access to the palace is for the Beer Festival and Hospitality Ticket Holders only
- Encourage families to prepare for being outdoors for a number of hours (should they wish to arrive early)
- Allow re-admittance to the Park for people who attend the site early but limit access to two gates; east and west (this is still under review by the SAG)

### 10.4.7 Improvements to Toilets / In Park Facilities

- Toilets will be sited differently around the park to ensure people have easy access to facilities
- Facilities including baby changing units will also be in place, however communication will remind families that this event does take place in an outdoor space and therefore will not have the same level of facilities as an indoor event
- The number of disabled toilets will be increased and sited in appropriate locations for ease of access
- Communication will be clear for members of the public to bring cash to the event. It is not possible for cash machines to be located in the park and the majority of catering units at one night outdoor events only accept cash. We will be encouraging the larger vendors to also accept card but this will be based on the facilities that they have already built into their units

### 10.4.8 Improvements to Customer Service & Crowd Management

- The service provider for crowd management will be experienced in managing large outdoor events. Their staff will be selected on knowledge of the park, venue and our customer service standards from their previous experience at Alexandra Palace working on our live music events
- Alexandra Palace will also deploy our customer service team who work alongside us during live music events assisting customers with issues including providing maps, information on location of toilets, food outlets and general customer service
- Communication in regards to the site map via the website and direct to ticket holders will also be established.

10.4.9 Marketing / communication strategy

- The 2013 event received 300 complaints (measured from emails received and negative comments on social media). The two significant areas of concern were the Beer Festival (length of time it took to buy a beer and entry into the event) and Customer Service
- We will be implementing a robust and transparent communication plan highlighting the concerns of customers from 2013 and how we intend to improve for 2014
- Information on our website and through social media will also be improved reminding people of the nature of the event and the facilities that are and aren't available on site

10.4.10 Legal advice

The advice of Bates Wells Braithwaite, APPCT lawyers in connection with right to close the park is:-

*That it is permissible under the 1985 Act to close almost the whole of the Park for the fireworks display except those parts already licensed or let to third parties. The terms of the Act allow us to close "any part of the palace and park for not more than fourteen days in any one year." The proposal is for closure of less than 24 hours and excludes areas such as the Grove;*

We must follow the public notice and advertisement requirements of the 1900 and 1985 Acts (requiring public notices to be displayed at the principal entrances at least two weeks in advance and advertisements to be placed in a London daily newspaper in each of two successive weeks) and consult the Statutory Advisory Committee (SACCC meeting 8th July will have an oral update in regards to fireworks plans and detailed report is due to be tabled at APPCT Board 22nd July)

## **11 RECOMMENDATIONS**

- 11.1 That the Board notes the contents of this report and approves the approach to the fireworks event for 2014

## **12. APPENDIX**

- 12.1 Event Schedule  
12.2 Pop-Up Beach structure designs

## **12. LEGAL IMPLICATIONS**

- 12.1 The Head of legal services has been consulted on the contents of this report and has no further comments to add.

## **13. FINANCIAL IMPLICATIONS**

- 13.1 The council's Chief Finance Officer has been consulted on the contents of this report and has no further comments to add.

**Appendix 12.1****Event Schedule**

Date	Event
7 <sup>th</sup> – 8 <sup>th</sup> July	Big Bang Fair
7 <sup>th</sup> July	Camden Light Orchestra
12 <sup>th</sup> July	History Tours
12 <sup>th</sup> -13 <sup>th</sup> July	Queensbury Boxing
19 <sup>th</sup> July	History Tours
7 <sup>th</sup> -10 <sup>th</sup> August	Summer in the City
14 <sup>th</sup> -14 <sup>th</sup> September	Antiques
18 <sup>th</sup> -21 <sup>st</sup> September	Big Stamp
20 <sup>th</sup> -21 <sup>st</sup> September	History Tours
24 <sup>th</sup> September	Alt-J
30 <sup>th</sup> September – 1 <sup>st</sup> October	1975
6 <sup>th</sup> – 12 <sup>th</sup> October	Knitting and Stitching Show
17 <sup>th</sup> -19 <sup>th</sup> October	Fat Freddy's Drop
21 <sup>st</sup> -22 <sup>nd</sup> October	Jake Bugg
27 <sup>th</sup> -31 <sup>st</sup> October	Vertical Influences / Le Patin Libre

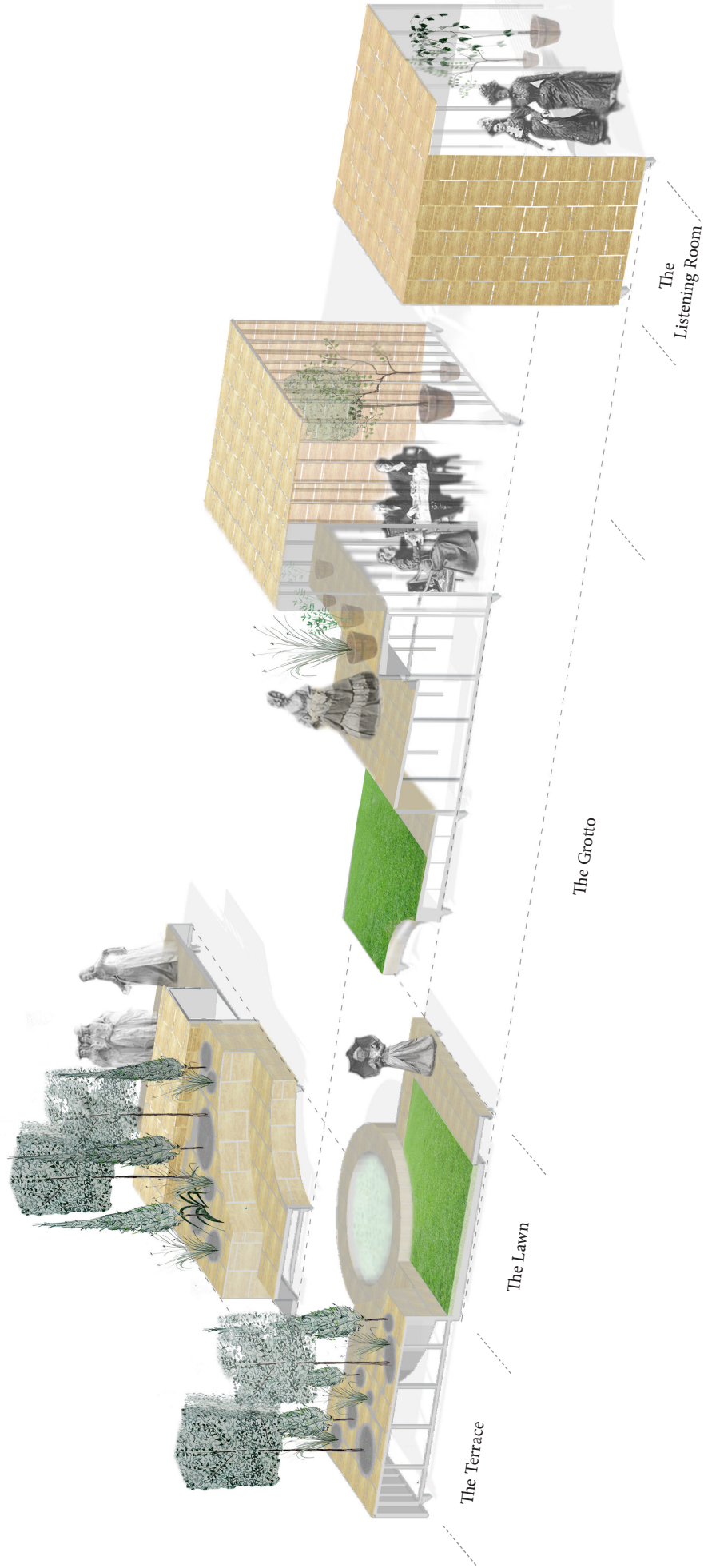
*Farmers Market and Tree Climbing on in the Park throughout the summer weekends*

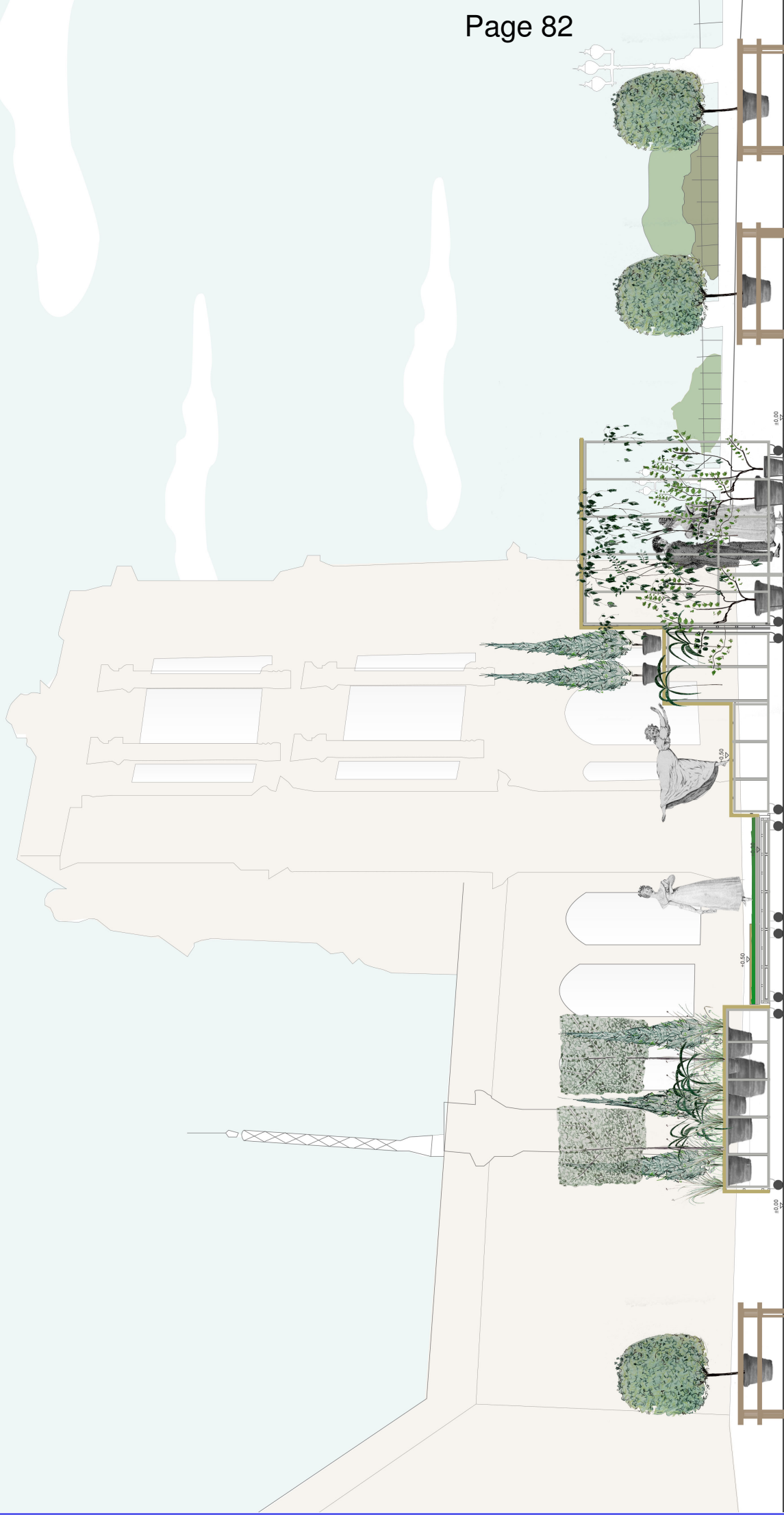
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# The Alexandra Palace Movable Italian Garden is coming this July!

This July, Alexandra Palace is getting a new garden inspired by the heritage of the Alexandra Palace Italian Garden which was built in 1873 within the wall of the palace but lost in the 1980's fire.

The garden will be organised around a central water feature. The platforms can be placed together in a tight configuration or separated into varying combinations to offer visitors an every changing experience. Each platform serves a different purpose, either offering a seating area, a particular view or sun/rain protection, and provides a particular sensorial experience, delivered by the smell of the botanical species that it contains, the quality and texture of the materials as well as the sights.





Section AA

The Terrace

The Water Room

The Lawn

The Grotto

The Listening Room

<p>PROJECT: ALEXANDER PALACE ITALIAN GARDEN</p>	<p>DRAWING TITLE: ELEVATION</p>
<p>SCALE: 1:50 @ A3</p>	<p>DRAWING NUMBER: 3</p>
<p>DATE: 14.05.14</p>	

THE DECORATORS  
 DESIGN COLLECTIVE  
 STUDIO 0  
 445 HACKNEY ROAD  
 E2 9DY  
 07545022700

Agenda item:

**Alexandra Park and Palace Board**

**on 22 JULY 2014**

Report Title: **Report of the Head of Learning and Community Programmes,  
Alexandra Park and Palace**

Report of: Melissa Tetley, Head of Learning and Community Programmes Alexandra Park and Palace

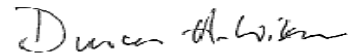
**1. Purpose**

1.1 To update the Committees on learning and community programmes

**2. Recommendations**

2.1 That the Board notes recent progress with the Trust's learning and community programmes

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



Contact Officer: Melissa Tetley, Head of Learning and Community Programmes  
Alexandra Palace and Park 020 8365 4321

**3. Executive Summary**

3.1 The Learning and Community team has taken significant steps since inception to raise the profile of the learning programme and community engagement programme. Interest in the programmes offered and joining the volunteer programme remains high and new volunteering opportunities are continually being developed.

**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

## **6.0 Background**

### 6.1 Learning and Community Update

### **6.2 History Tours 12<sup>th</sup> -13<sup>th</sup> April**

Alexandra Park and Palace Charitable Trust (APPCT) welcomed 480 people on History Tours of the Palace on Saturday 12<sup>th</sup> and Sunday 13<sup>th</sup> April. Over 300 evaluation forms were completed, 99% of those attending enjoyed their visit with only 10% saying the History Tours were their first visit to the Park or Palace.

This financial year the Palace has welcomed 1,100 people on 5 days of tours including Open House in September

2 days of History Tours have been announced for the 12<sup>th</sup> & 19<sup>th</sup> July, tickets went on sale to the people on the waiting list on Friday, 13<sup>th</sup> June and on general sale on Monday, 16 June, all 480 places were sold within 48 hours. Whilst interest in the History Tours remains high postcode data collected from evaluation forms indicates that further work is needed to raise the profile of the tours in other wards within the Borough.

### **6.3 Lifelong Learners**

Alexandra Palace offers a 45 minute talk exploring 150 years of Park and Palace history (including archive photos and footage from the BBC) in the Transmitter Hall followed by a 1 hour tour of the building to groups of between 20 & 30 people. The tour route changes depending on events booked in the diary.

This financial year the palace has welcomed 4 groups with 129 people in total, the Learning and Community team are looking at opportunities to promote these tours more widely.

### **6.4 Schools**

Interest in our core learning programme of 3 key stage 2 workshops remains high, since March 2013 we have engaged with 440 pupils from 11 local schools. To raise awareness of our learning programme and promote our workshops information about our workshops was included in the Haringey Schools bulletin sent out in June.

To encourage schools using the ice rink as an end of year activity we have created a discounted price for skating for groups who take part in the learning programme. The joint visit has already been booked by 2 schools and a number of other schools are looking into available dates before the end of the summer term.

The new primary national curriculum will be implemented from September, to assist with the development of new workshops APPCT is creating a volunteer opportunity to investigate how the changes will affect school visits and brainstorm ideas for new workshops linking the history of the Palace to the new History, Citizenship and English syllabus.

A number of projects are being developed to pilot with local secondary schools including a Victorian STEM (Science, Technology, Engineering and Maths) workshop, BBC workshop charting the technological advances made whilst broadcasting from the Palace alongside our 2014 learning programme to mark the centenary of the First World War.

## 6.5 **Alexandra Palace: War on the Home Front**

All refurbishment work to the Transmitter Hall has now been completed, furniture has been purchased for use by school groups and an interactive white board has been installed.

The exhibition research is now complete and work has started writing the interpretation panels and accompanying souvenir brochure. Dr Johnson's House in Gough square has offered us two display cases free of charge for the temporary exhibition, the cases are planned to arrive at the Palace mid-August. An MA Museum Studies student from UCL started her 20 day placement at the beginning of June, her prime focus is assisting the Learning Officer delivering the temporary exhibition and learning programme.

Work has commenced exploring the possibility of borrowing two George Kenner paintings from Bruce Castle for the first six months of the exhibition (September 2014 – March 2015) followed by one painting from the Imperial War Museum for the second half (March – September 2015).

The exhibition will open with a private view on Monday, 15<sup>th</sup> September which marks 100 years since the Belgian refugees arrived at the palace. Alongside the exhibition there will be a programme of events for adults, families, schools and community groups to engage the widest possible audience with our story.

## 6.6 **Events**

The Learning and Community team are continually looking for new opportunities to promote the history of the Park and Palace to new and existing clients across the organisation. During meetings with new clients the Trading Company now promote a bespoke learning package to enhance new contract bookings.

A school workshop was offered to a Heartlands High, a local secondary school in May 2014 with a theatre company rehearsing Macbeth before a season in New York. Working closely with the Sales team a school workshop was organised for 20 Year 10 (14-15 year olds) drama students in the Theatre. The group had a 20 minute Q&A with Sir Kenneth Branagh, Rob Ashford and other cast members where the pupils were given the opportunity to ask the cast questions about careers in acting, and their own personal experiences in the acting profession. This was followed by vocal warm up exercises led by the cast and the ladies playing the 3 witches who talked about their connection on stage and how they had been preparing for the part. As a finale to the workshop the group were taken back to the Panorama Room to watch the first sword fight scene in Macbeth. The teachers and pupils were fascinated by the choreographed fight scene and the intensity of the acting. Staff leading the visit expressed their gratitude for the once in a lifetime opportunity, many of the pupils were inspired to see world class actors performing in a local venue.

The Learning Officer is also working with a Music Teacher at Alexandra Palace School to offer a Year 10 BTEC (Business and Technology Education Council) visit in September to learn about the live music industry. Working closely with the Sales and Events teams the group have been offered a tour during a concert build up with a Q&A session with the Health & Safety Advisor, Event Manager and the Head of Marketing who will give short presentations about their roles and answer any questions that may arise. The group will return the following day for the concert, accompanied by the Learning Officer where they will see how the venue has been transformed.

A stall has been offered at the Big Bang Exhibition in July to promote our learning programmes to schools, alongside the Centenary workshop available from September 2014. A verbal update from the Learning Officer will be provided at the meeting.

#### **6.7 Volunteering Update**

Currently the Palace has 40 active volunteers supporting the Learning and Community Team in a variety of roles these include WW1 Researchers, History Tours Volunteers, History of the Palace Researchers, Volunteer Co-ordinator and Learning Administrator Volunteers. Since September 2013 volunteers have donated an estimated 1035 hours, and as a thank you for their contribution in conjunction with National Volunteer Recognition Week a joint social event was organised for volunteers and AP staff. The event gave volunteers the opportunity to network with staff across the organisation and to share their experiences volunteering at the Palace. The social event also enabled our volunteers to get together as a team and for the Palace to officially recognise and thank them for their support to date.

#### **6.8 Community Update**

For the second year running as part of a community engagement programme on 4<sup>th</sup> June Alexandra Palace hosted Haringey Metropolitan Police's Volunteer Recognition Event in conjunction with National Volunteer Week. VIP's from across the Borough alongside members of the force and volunteers arrived for a series of presentations and awards to recognise the contribution volunteers make to Haringey Metropolitan Police. Awards were presented to 5 long standing volunteers who have been volunteering for the Police for over 10 years. Our in house caterers provided a hot buffet and the highlight of the evening was a bespoke talk and tour of the Theatre. Feedback received was incredibly positive with compliments ranging from the presentations the CE gave explaining the HLF programme and its context within Haringey to the exemplary standard of the catering provided. The bespoke talk and tour of the Theatre was the highlight of the evening with 60 people signing up to view the Theatre after dinner.

Due to the success of the event with support from our in house catering and House management team enquiries are now underway to explore the possibility of hosting the event for a third year in June 2015.

#### **6.9 HLF Activity Plan**

Public consultation is now underway for the activities and ideas that will inform the Activity Plan a requirement of all HLF grant submissions. The public consultation is designed to engage with stakeholders, special interest groups, economically disadvantaged and voluntary organisations, youth groups, senior groups, disability and mental health awareness groups, diversity awareness groups, educators and the general public to help shape the activities that could be of interest at Alexandra Palace.

#### **7.0 Legal implications**

7.1 LBH comments will be reported at the meeting

#### **8.0 Finance Implications**

8.1 LBH comments will be reported at the meeting

**9 Use of Appendices**

9.1 N/A

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By virtue of paragraph(s) 2, 3 of Part 1 of Schedule 12A  
of the Local Government Act 1972.

Document is exempt

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