

NOTICE OF MEETING

ALEXANDRA PALACE AND PARK BOARD

**Tuesday, 17th November, 2015, 7.30 pm – The Transmitter Hall,
Alexandra Palace, Palace Way, Wood Green, London N22 7AY**

Councillors:

Councillor Christophides (Chair), Councillor Berryman, Councillor Gallagher (Vice-Chair), Councillor McShane, Councillor Stennett and Councillor Hare

Non-voting members:

Gordon Hutchinson, Colin Marr, Nigel Willmott (Alexandra Park and Palace Consultative Committee), Cllr. Stephen Mann (Alexandra Park and Place Advisory Committee), Robert Kidby (Advisory)

Quorum: 3

1. FILMING AT MEETINGS

Please note that this meeting may be filmed or recorded by the Council for live or subsequent broadcast via the Council's internet site or by anyone attending the meeting using any communication method. Although we ask members of the public recording, filming or reporting on the meeting not to include the public seating areas, members of the public attending the meeting should be aware that we cannot guarantee that they will not be filmed or recorded by others attending the meeting. Members of the public participating in the meeting (e.g. making deputations, asking questions, making oral protests) should be aware that they are likely to be filmed, recorded or reported on. By entering the meeting room and using the public seating area, you are consenting to being filmed and to the possible use of those images and sound recordings.

The chair of the meeting has the discretion to terminate or suspend filming or recording, if in his or her opinion continuation of the filming, recording or reporting would disrupt or prejudice the proceedings, infringe the rights of any individual or may lead to the breach of a legal obligation by the Council.

2. APOLOGIES FOR ABSENCE

3. ALEXANDRA PALACE AND PARK CONSULTATIVE COMMITTEE MEMBERSHIP

a. Alexandra Residents' Association (ARA)

To note the resignation of Caroline Hayter and to approve the appointment of Mr Dermot Barnes as ARA representative.

b. Vitrine Ltd

To note that the membership of Vitrine Ltd (The Lakeside Cafe) on the Consultative Committee had not been renewed as the required annual membership document had not been received.

4. URGENT BUSINESS

The Chair will consider the admission of any late items of urgent business. (Late items will be considered under the agenda item where they appear. New items will be dealt with at items 14 & 23 below)

5. 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.

6. QUESTIONS, DEPUTATIONS OR PETITIONS

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

7. MINUTES (PAGES 1 - 24)

i. Alexandra Palace and Park Board

To confirm the unrestricted minutes of the Alexandra Palace and Park Board held on 15 July 2015 as an accurate record of the proceedings. (Pages 1-8).

ii. Alexandra Park and Palace Advisory Committee

To receive the draft minutes of the Alexandra Park and Palace Advisory Committee held on 20 October 2015, and to consider any recommendations from that Committee (see attached Appendix B). (Pages 9-11).

iii. Joint Alexandra Palace and Park Consultative Committee, and Alexandra Park and Palace Advisory Committee

To receive and consider the draft minutes of the informal Joint Alexandra Palace and Park Consultative Committee, and Alexandra Park and Palace Advisory Committee held on 20 October 2015 (see attached Appendix C). (Pages 13-23).

8. REPORT OF THE CHIEF EXECUTIVE (PAGES 25 - 30)

To note the report of the Chief Executive of Alexandra Park and Palace, Louise Stewart.

9. TRUST FINANCIAL REPORT (PAGES 31 - 36)

To receive the financial results for Alexandra Palace and Park Charitable Trust for the 5 months to 31 August 2015 and annual forecast.

10. EAST WING RESTORATION REPORT (PAGES 37 - 40)

To note the report updating on progress of the East Wing restoration project.

11. CONSERVATION REPORT (PAGES 41 - 44)

To note the report which provides an update on the fabric maintenance plan and services.

12. PARK REPORT (PAGES 45 - 76)

To note the park updates within the report and consider the recommended strategy for moving the graffiti wall to a new location.

13. LEARNING AND COMMUNITIES REPORT (PAGES 77 - 80)

To note the report updating on learning and community activities.

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

15. FUTURE MEETINGS

26 November 2015 (special)
16 February 2016

16. EXCLUSION OF THE PUBLIC AND PRESS

Items 17-23 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.

17. MINUTES (PAGES 81 - 82)

To confirm the exempt minutes of the Alexandra Palace and Park Board held on 15 July 2015 as an accurate record of the proceedings

18. EXEMPT REPORT OF THE CHIEF EXECUTIVE (PAGES 83 - 86)

To note the report and approve the recommendation.

19. EXEMPT TRADING COMPANY FINAL REPORT (PAGES 87 - 90)

To note the performance of the Trading Company for the period ended 31st August 2015.

20. EXEMPT PARKS TENANT RENT REVIEW REPORT (PAGES 91 - 102)

To approve the recommendations in the report.

21. EXEMPT FABRIC MAINTENANCE CANOPY CLEANING TENDER AWARD REPORT (PAGES 103 - 106)

22. EXEMPT FABRIC MAINTENANCE ROOF WORKS PACKAGES TENDER AWARD REPORT

To approve the recommendations.

REPORT TO FOLLOW

23. ANY OTHER EXEMPT BUSINESS THE CHAIR CONSIDERS TO BE URGENT

Natalie Layton - Committee Co-ordinator

Tel – 020 8489 2919

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Email: Natalie.layton@haringey.gov.uk

Bernie Ryan

Assistant Director – Corporate Governance and Monitoring Officer

River Park House, 225 High Road, Wood Green, N22 8HQ

Monday, 9 November 2015

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**MINUTES OF THE ALEXANDRA PALACE AND PARK BOARD
WEDNESDAY, 15 JULY 2015**

Councillors (Voting) Christophides (Chair), Gallagher (Vice-Chair), McShane and Stennett

Non-Voting Representatives: Gordon Hutchinson and Nigel Willmott

Also present:

Tot Brill – Interim Regeneration Director

Emma Dagnes – Interim Chief Executive, Alexandra Palace

Dorota Dominiczak – Director of Finance, Alexandra Palace

Mark Evison – Park Manager, Alexandra Palace

Lucy Fenner – Commercial Director, Alexandra Palace

Melissa Tettey – Head of Learning and Community Programmes, Alexandra Palace

Kevin Bartle –Assistant Director of Finance, LB Haringey

Natalie Layton – Clerk, LB Haringey

**MINUTE
NO.**

SUBJECT/DECISION

<p>APBO14.</p>	<p>FILMING AT MEETINGS</p> <p>The Chair referred Members present to agenda Item 1 as shown on the agenda in respect of filming at this meeting, and Members noted the information contained therein’.</p>
<p>APBO15.</p>	<p>APOLOGIES FOR ABSENCE</p> <p>Apologies for absence were received from Councillor Berryman, Councillor Hare, Colin Marr, Councillor Jogee and Neil Coe (Alexandra Palace and Park Estate Manager).</p> <p>Apologies for lateness were received from Councillors Christophides and Stennett.</p> <p style="text-align: center;">COUNCILLOR TIM GALLAGHER IN THE CHAIR</p> <p>Whilst the meeting was quorate with two voting members present, in accordance with Part 4, section B, Committee Procedure Rules, of the Council’s constitution, three voting members were required to transact any business. Therefore, it was:</p> <p>RESOLVED that, the order of the agenda be varied to enable information items 9, 10, 13 and 15 to be considered first.</p> <p><i>Clerk’s note: Councillor Christophides arrived at 20:05 hours and took the Chair for items 4, 6, 7, 8, 11,12, 14-20.</i></p> <p><i>Councillor Stennett arrived at 20:35 hours.</i></p>
<p>APBO16.</p>	<p>URGENT BUSINESS</p> <p>None.</p>

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APBO17.	<p>DECLARATIONS OF INTERESTS</p> <p>None.</p>
APBO18.	<p>QUESTIONS, DEPUTATIONS OR PETITIONS</p> <p>None.</p>
APBO19.	<p>MINUTES</p> <p>The minutes of the meeting held on 23 June 2015 were confirmed and signed by the Chair as a correct record of the meeting.</p>
APBO20.	<p>INTERIM CHIEF EXECUTIVE REPORT</p> <p>RECEIVED the report of the Interim Chief Executive, Alexandra Palace and Park (APP), Emma Dagnes, on the proposed programme of works, as laid out on pages 11 to 23 of the agenda pack).</p> <p>NOTED that</p> <p>a. Board members would be given the opportunity to tour the areas of work once the roof works had been completed and areas were safe; Action: Emma Dagnes and Neil Coe</p> <p>b. in response to Board members concerns</p> <ul style="list-style-type: none"> • that lower-priced deferred works could cost more if delayed. This was accepted by Emma Dagnes who emphasised that the budget was limited and judgements were based on priority. The Estate Manager, Neil Coe was sourcing the best prices for work in order to stretch that budget; • all work would be in line with conservation documents and work would be done for a long term approach, rather than patchwork; <p>c. in relation to the pigeon guano removal highlighted on plan on page 17, Emma Dagnes agreed to investigate whether past use of hawks/ falcons to remove pigeons from the Palace building had been successful. The Board agreed that if this method was to be considered Park users must be sufficiently warned (to avoid the risk of small dogs being targeted);</p> <p>d. the gas main replacement would be routed through the golf course and discussions were taking place with the operators. Further to an enquiry by Gordon Hutchinson, Emma Dagnes explained that an option suggested by the Friends of the Park to avoid digging up the ground had been considered. She would report to the Board the reason why this was found not to be a viable option.</p> <p style="text-align: right;">ACTION: EMMA DAGNES</p> <p>RESOLVED to approve the proposed programme of priority works and delivery programme for 2015/16, with the proposed Fabric Maintenance Plan work packages to be deferred into future years, and, to note the</p>

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	<p>update on the Fabric Maintenance Plan and services.</p>
APBO21.	<p>APPOINTMENT OF ALEXANDRA PALACE TRADING LIMITED (APTL) DIRECTORS RECEIVED the report confirming the four nominated members of the Alexandra Palace Trading Company (APTL) Board, pages 25-27 of the agenda pack.</p> <p>RESOLVED to</p> <ol style="list-style-type: none"> a. reconfirm the four nominated Alexandra Palace and Park Charitable Trust Board members: (agreed at the 23 June meeting) Councillors Christophides, Berryman, Hare and Stennett as Directors of the Alexandra Palace Trading Company (APL) Board, and; b. to approve the appointment of the London Borough of Haringey's Assistant Director of Finance and the existing Non-Executive Director (Rick Wills) appointments to the Trading Company Board to allow the business of the Trading Company to proceed.
APBO22.	<p>PARK REPORT</p> <p>RECEIVED the report of the APP Park Manager , Mark Evison, as laid out on pages 20-43 of the agenda pack).</p> <p>REPORTED that</p> <ol style="list-style-type: none"> a. a local resident and neighbour of the Park for more than 60 years had expressed to Mark Evison that the Park had never looked so good; b. the outcome of the grounds maintenance contract review, paragraph 6.2, would be reported to the Board later in the year; c. Go Ape had been on site to finalise plans for the installation of the tree-top adventure course and details would be further reported. Planning permission had not yet been sought; d. the tenants of the Campsbourne Centre had made an offer in response to proposed new lease terms, which was being considered by the Park Manager and legal representatives. <p>NOTED in response to questions and discussion:</p> <ol style="list-style-type: none"> e. it was emphasised that the Park discussion vision document, produced by landscape architects, was not a planning application or masterplan document. It had been presented to the various stakeholders listed in paragraph 6.1 and included conversations with Alexandra Palace staff about how the Park affected events operations; f. a common area of contention which arose from discussions was the sharing of space, notably, pedestrians and cyclists; g. Alexandra Park staff had built a good working relationship with the

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	<p>Chairman and Secretary of the Cricket and Football Clubs.</p> <p>RESOLVED to note the report.</p> <p><i>Clerk's note: Mark Evison left the meeting at the end of this item (19:45 hrs).</i></p>
<p>APBO23.</p>	<p>LEARNING AND COMMUNITY</p> <p>RECEIVED the report of the Head of Learning and Community Programmes APP (pages 45-50 of the agenda pack), Melissa Tettey, who provided the following update:</p> <p>a. the exhibition had now welcomed 3094 people. Additional material had been added to the exhibition, including;</p> <ul style="list-style-type: none"> • The original Kenner watercolour loaned from the Imperial War Museum; • Two silver tennis cups; • Weekly visitors permit; • Pewter ring. <p>Members of the Board were encouraged to revisit the exhibition and a press release would notify existing visitors and encourage new visitors;</p> <p>b. a four week photography project inspired by the stories of the Belgian Refugees and German Internees took place involving five NEET (Not in Education, Employment or Training) participants. Some of the photographs were being showcased on the Palace's Facebook account. One participant, based on the number of likes their photographs receive, will have the opportunity to shadow a professional photographer at an Alexandra Palace event this year;</p> <p>c. since May 2015 the learning programme had welcomed over 900 pupils. A new learning leaflet was being designed to send to all schools at the start of the new academic year. The focus will be to engage existing and new schools from Haringey, Barnet, Islington and Enfield;</p> <p>d. planning was underway to develop additional workshops and resources to engage pupils and families during the summer holidays;</p> <p>e. bookings had been taken for a Teddy Bears Picnic for new Year 1's from St Mary's N8 at the end of August, and a visit from Heartland High's new Year 7's for mid August.</p> <p>NOTED thanks to Melissa Tettey, who was leaving Alexandra Palace, for all her hard work in leading the learning and community programmes team. Nigel Willmott expressed particular thanks to Melissa on behalf of the Friends of Alexandra Palace Theatre.</p> <p>RESOLVED to note the recent progress with the Trust's learning and community programmes.</p>

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<p>APBO24.</p>	<p>FINANCIAL RESULTS FOR 2 MONTH PERIOD TO 31 MAY 2015</p> <p>RECEIVED the report setting out the results for the Alexandra Palace and Park Charitable Trust (APPCT) for the 2 month period ending 31 May 2015, pages 51 – 55 of the agenda pack, introduced by Dorota Dominiczak, Director of Finance and Resources (APPCT).</p> <p>NOTED, further to discussion of the figures on page 53, that</p> <ol style="list-style-type: none"> a. a more detailed format of incoming and outgoing resources of the Trust and HLF Project was introduced to report a performance vs budget targets as rigorous monitoring was a key to successful managing of finances of both; b. in 2015-16 LBH's financial support was being paid as a grant rather than a loan; a monthly phasing was difficult to profile in the first year of this new arrangement and a regular re-forecasting was undertaken to monitor resources; c. the 2015/16 self-fundraising target of £840,000 towards the HLF (Heritage Lottery Fund) project was recognised as an ambitious amount to raise in 2015/16; furthermore it was acknowledged that it was not unusual for a capital project of this type to fund-raise substantial amounts at later stage of a project development due to public awareness and publicity. <p>RESOLVED to note the performance of the Trust as laid out in the report.</p>
<p>APBO25.</p>	<p>ANNUAL REVIEW</p> <p>RECEIVED the report on the amendments to the Annual Review 2014/15, detailed on pages 57 and 58 of the agenda pack.</p> <p>NOTED that the amendments had been approved by the Charitable Trust's auditors.</p> <p>RESOLVED to approve the Annual Review 2014/15.</p>
<p>APBO26.</p>	<p>REGENERATION REPORT - HERITAGE LOTTERY FUND PROJECT (HLF)</p> <p>RECEIVED the report of the Interim Regeneration Director, Alexandra Park and Palace Charitable Trust, Tot Brill, detailing key dates and progress for the Heritage Lottery Fund (HLF) Project.</p> <p>NOTED that</p> <ol style="list-style-type: none"> a. it was expected that further survey works in the theatre (mentioned in paragraph 7.2) would be carried out as part of the enabling works in November 2015 rather than before. This was due to a delay in survey bids being returned by some contractors. <p>In response to questioning it was clarified that there were no particular issues in the market place. There was one particular contractor the Palace</p>

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	<p>would like to be included in the list of potential bidders, but they had not returned a bid in time for the survey works to be carried out in advance of the enabling works;</p> <p>b. three contractors had returned Expressions of Interest (paragraph 7.3) and were all considered to be competent contractors. The Palace was in the process of short-listing and it was expected that all three would be invited to submit fuller tenders.</p> <p>RESOLVED to note the contents of the report.</p>
<p>APBO27.</p>	<p>FUNDRAISING PROGRAMME</p> <p>RECEIVED the report on Fundraising for the Heritage Lottery Funded Restoration Project (pages 117-122 of the agenda pack), seeking agreement to support the fundraising programme, introduced by Tot Brill.</p> <p>NOTED that</p> <p>a. the Palace had been approached by a major fundraising organisation to be a donation recipient;</p> <p>b. Trustees' were requested to support the fundraising campaign by contributing and putting their names on the fundraising page;</p> <p>c. an Artistic Policy for the theatre had been drafted focusing on music theatre and music performances and would be shared with the Friends of the Theatre once signed off by the Interim Chief Executive.</p> <p>RESOLVED to agree the fundraising commitment in Sections 8 and 9 of the report and the recommendations at paragraph 9.3.</p>
<p>APBO28.</p>	<p>COMMERCIAL DIRECTOR'S REPORT</p> <p>RECEIVED the Commercial Director's report, presented by Lucy Fenner (Commercial Director), updating on commercial activity and events.</p> <p>REPORTED that</p> <p>a. Prince William had attended the Jewish Care charity 25th anniversary fundraising dinner in the West Hall (paragraph 6.7);</p> <p>b. the Foodies Festival held on 3-5 July had been well attended and feedback had been positive;</p> <p>c. 16,000 visitors attended the Redbull event, which had been televised on the Dave channel where viewers had increased by 35% compared to the previous year. In response to a question relating to the event's 20,000 tickets having sold out it was explained that there had been a significant number of drop-outs which had been expected;</p> <p>d. the capacity for the darts event had increased to 3,000 visitors per</p>

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	<p>session;</p> <p>e. Warner Estate residents had provided positive feedback in relation to the management of events at its meeting the previous week;</p> <p>NOTED in response to questions and comments:</p> <p>e. the Association of British Theatre Technicians (ABTT) had hosted its first event at the Palace;</p> <p>f. the ‘beach park’ was the area outdoor beer garden;</p> <p>g. the beer craft festival brought new audiences to the Palace even when it rained;</p> <p>h. many of the upcoming events were advertised in the Metro and in Time Out (numerous times) as well as through other online promotions and e-shots;</p> <p>i. Gordon Hutchinson expressed that the Foodies Festival and Red Bull events were both good examples of large events held without causing nuisance to local residents and park users. The events had been set up without the need to close the Park and were well sign-posted.</p> <p>RESOLVED to note the contents of the report; the Park activity; and that planning for the 2015 fireworks event was underway.</p> <p><i>Clerk’s note: Lucy Fenner left the meeting after consideration of this item (19:55 hrs).</i></p>
<p>APBO29.</p>	<p>ANY OTHER UNRESTRICTED BUSINESS THE CHAIR CONSIDERS TO BE URGENT</p> <p>None.</p>
<p>APBO30.</p>	<p>FUTURE MEETINGS</p> <p>Noted the following dates:</p> <p>22 September 2015 17 November 2015 16 February 2016</p>
<p>APBO31.</p>	<p>EXCLUSION OF THE PUBLIC AND PRESS</p> <p>RESOLVED to exclude the press and public from the meeting for items 32 – 34, as they were likely to contain exempt information as defined in Section 100a of the Local Government Act 1972; Paragraph 3 – Information relating to the business or financial affairs or any particular person (including the authority holding that information).</p>

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APBO32.	MINUTES The exempt minutes of the meeting held on 23 June 2015 were confirmed as a correct record and signed by the Chair.
APBO33.	ALEXANDRA PALACE TRADING COMPANY (APTL) FINANCIAL RESULTS RESOLVED to note the performance of the Trading Company for the period ended 31 May 2015.
APBO34.	ANY OTHER EXEMPT BUSINESS THE CHAIR CONSIDERS TO BE URGENT

The meeting ended at 21:05 hrs

COUNCILLOR JOANNA CHRISTOPHIDES

Chair

**MINUTES OF MEETING ALEXANDRA PARK AND PALACE
ADVISORY COMMITTEE HELD ON Tuesday, 20th October, 2015,
9.30 - 9.45 pm**

PRESENT:

Italics denote absence

Advisory Committee Nominate Members of:

Alexandra Residents' Association (Mrs Jane Hutchinson), *Bounds Green and District Residents' Association (Mr Ken Ranson), Muswell Hill and Fortis Green Association (Mr Duncan Neill)*, Palace Gates Residents' Association (Mr Kevin Stanfield), Palace View Residents' Association (Ms Elizabeth Richardson), The Rookfield Association (Mr. David Frith), Three Avenues Residents' Association (Mr Jason Beazley), Warner Estate Residents' Association (Adrian Thomas)

Advisory Committee Appointed Members:

Councillor James Patterson (Alexandra Ward), *Councillor Clare Bull (Bounds Green Ward), Councillor Viv Ross (Fortis Green Ward), Councillor Adam Jogee (Hornsey Ward, Chair), Councillor Stephen Mann (Noel Park Ward), Councillor Mark Blake (Muswell Hill Ward), Councillor Eddie Griffith (Council Wide Appointment), Councillor Charles Wright (Council Wide Appointment)*

ALSO ATTENDING: Emma Dagnes (Managing Director, Alexandra Palace), Louise Stewart (Chief Executive, Alexandra Palace) and Natalie Layton (Clerk).

16. FILMING AT MEETINGS

The Chair referred Members present to agenda Item 1 as shown on the agenda in respect of filming at this meeting, and Members noted the information contained therein.

17. APOLOGIES FOR ABSENCE

Apologies for absence from this meeting were received from Councillors Bull and Wright.

18. DECLARATIONS OF INTEREST

None.

19. MEMBERSHIP

RESOLVED to note

- a. Noel Park Ward Councillor

The appointment of Councillor Stephen Mann (Noel Park Ward) with effect from 8 October 2015 as Noel Park Ward appointed member.

b. The Three Avenues Residents' Association (TARA)

The appointment of Jason Beazley (TARA Chair) and Sue Beckett (Deputy) as nominated members of TARA, which had met the requirements for appointment to the committee with effect from 24 September 2015 .

c. Warner Estate Residents' Association (WERA)

The resignation of David Liebeck from the advisory committee (with effect from 8 August 2015) and the appointment of Mr Jim Jenks and Mr Adrian Thomas (deputy) representatives of WERA, with effect from 9 September 2015.

20. ADVISORY COMMITTEE REPRESENTATIVE TO THE BOARD

The Chair, Councillor Adam Jogee, invited nominations for the position of non-voting observer on the Alexandra Palace and Park Board.

NOTED that Councillor Stephen Mann was nominated by Councillor Patterson and this was seconded by the Chair.

RESOLVED to appoint Councillor Stephen Mann as non-voting Alexandra Palace and Park Board observer.

ACTION: CLERK

21. MINUTES AND MATTERS ARISING

NOTED that

- a) The minutes of the Advisory Committee held on 9 June 2015 were approved and would be signed by the chair as a correct record;
- b) The draft minutes of the meeting of the Alexandra Palace and Park Board held on 23 June 2015 and 15 July 2015 were noted;
- c) The draft minutes of the meeting of the Joint Advisory and Consultative Committee held on 9 June 2015 were noted;
- d) The minutes of the Consultative Committee held on 9 June 2015 were noted.

Note: To avoid duplication all documents listed above were included in the Informal Statutory Advisory and Consultative Committee (Joint SAC_CC) Agenda Pack for 20 October 2015.

22. CHIEF EXECUTIVE REPORT

RECEIVED the report of Louise Stewart, Chief Executive, Alexandra Palace and Park, including updates on commercial, park and learning and community activities. The

report was fully considered during the joint meeting of the Advisory and Consultative Committees.

RESOLVED to recommend to the Alexandra Palace and Park Board that

- a. any proposal to change the name of the Bar and Kitchen include consideration of the name 'The Phoenix Bar and Kitchen';
- b. a further report on the restoration project be brought to the next joint meeting of the Advisory and Consultative Committees, including the organisation structure, details of management and whether the project timescales were being met;
- c. the efforts of the Park Manager, Mark Evison, on the Park Vision be recognised and supported.

Note: To avoid duplication the report was included in the Informal SAC-CC Agenda Pack for 20 October 2015.

23. ANY OTHER BUSINESS

None.

24. DATES OF FUTURE MEETINGS

The next meeting of the Advisory Committee would be held on Tuesday 2 February 2016.

CHAIR: Councillor Adam Jogee

Signed by Chair

Date

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MINUTES OF MEETING JOINT MEETING OF THE ALEXANDRA PARK & PALACE STATUTORY ADVISORY COMMITTEE AND THE ALEXANDRA PALACE AND PARK CONSULTATIVE COMMITTEE

HELD ON Tuesday, 20th October, 2015, 7.30 - 9.36 pm

Italics denote absence

Advisory Committee Nominate Members of:

Alexandra Residents' Association (Mrs Jane Hutchinson), *Bounds Green and District Residents' Association (Mr Ken Ranson)*, *Muswell Hill and Fortis Green Association (Mr Duncan Neill)*, Palace Gates Residents' Association (Mr Kevin Stanfield), Palace View Residents' Association (Ms Elizabeth Richardson), The Rookfield Association (Mr. David Frith), Three Avenues Residents' Association (Mr Jason Beazley), Warner Estate Residents' Association (Adrian Thomas)

Advisory Committee Appointed Members:

Councillor James Patterson (Alexandra Ward), *Councillor Clare Bull (Bounds Green Ward)*, Councillor Viv Ross (Fortis Green Ward), Councillor Adam Jogee (Hornsey Ward, Chair), Councillor Stephen Mann (Noel Park Ward), *Councillor Mark Blake (Muswell Hill Ward)*, Councillor Eddie Griffith (Council Wide Appointment), *Councillor Charles Wright (Council Wide Appointment)*

Consultative Committee Nominated Members:

Alexandra Palace Allotments Association (Ms Jenny Bourne-Taylor), Alexandra Palace Organ Appeal (Mr Hugh Macpherson), *Alexandra Palace Television Group (Mr John Thompson)*, Alexandra Residents' Association (Mr Dermot Barnes), Alexandra Park and Palace Conservation Area Advisory Committee (Mr Colin Marr), *Bounds Green and District Residents' Association (Mr Ken Ranson)*, Friends of Alexandra Park (Mr Gordon Hutchinson, Chair), Friends of the Alexandra Palace Theatre (Mr Nigel Willmott), *Heartlands High School (vacancy)*, Hornsey Historical Society (Ms Rachael Macdonald), *Muswell Hill and Fortis Green Association (Mr Chris Roche)*, Muswell Hill Metro Group (Mr John Boshier), Palace View Residents' Association (Ms Val Paley), St Mary's CE Primary School (Ms Frances Hargrove), *Warner Estate Residents' Association (Prof. Richard Hudson)*

Appointed Members (APP Board) :

Councillor Patrick Berryman, Councillor *Joanna Christophides (Chair)*, *Councillor Tim Gallagher (Vice-Chair)*, *Councillor Liz McShane*, Councillor Anne Stennett, Councillor Bob Hare

ALSO ATTENDING: Isobel Aptaker (Education Officer, Alexandra Palace), Emma Dagnes (Managing Director, Alexandra Palace), Mark Evison (Alexandra Park Manager), Louise Stewart (Chief Executive, Alexandra Park and Palace) and Natalie Layton (Clerk).

The Chair opened the meeting by welcoming Louise Stewart, Chief Executive, Alexandra Park and Palace).

35. FILMING AT MEETINGS

The Chair referred Members present to agenda Item 1 as shown on the agenda in respect of filming at this meeting, and Members noted the information contained therein'.

36. APOLOGIES FOR ABSENCE

NOTED apologies for absence from Cllr Bull, Cllr Christophides, Caroline Hayter (who had resigned from the committee), Cllr Gallagher, Professor Hudson, Cllr McShane and Cllr Wright.

37. DECLARATIONS OF INTEREST

Councillor Hare declared a personal interest in Agenda item 6, Chief Executive's report, as he was Chair of the Alexandra Palace Allotments Association.

38. MEMBERSHIP

a. NOTED the following changes to the membership of the Advisory Committee:

i. Noel Park Ward Councillor

NOTED the appointment of Councillor Stephen Mann (Noel Park Ward), with effect from 8 October 2015, as Noel Park Ward appointed member.

ii. The Three Avenues Residents' Association (TARA)

NOTED the appointment of Jason Beazley (TARA Chair) and Sue Beckett (Deputy) as nominated members, with effect from 5 October 2015, from TARA.

iii. Warner Estate Residents' Association (WERA)

NOTED the resignation of David Liebeck and the appointment of Mr James Jenks and Mr Adrian Thomas (deputy) as WERA representatives.

The Chair introduced and welcomed the new Advisory Committee members.

b. NOTED that the membership of Vitrine Ltd (The Lakeside Cafe) on the Consultative Committee had not been renewed as the required annual membership document had not been received.

c. Alexandra Residents' Association (ARA)

NOTED the resignation of Caroline Hayter and the appointment of Mr Dermot Barnes as ARA representative on the Consultative Committee, who was welcomed by the Chair.

39. MINUTES AND MATTERS ARISING

a. Joint Advisory and Consultative Committee – 9 June 2015

RECEIVED the minutes of the meeting of the Joint Advisory and Consultative Committee held on 9 June 2015 (pages 1-7 of the agenda pack), which were confirmed as a correct record of the meeting and signed by the Chair.

NOTED the following matters arising:

i. Update report of the Interim Chief Executive (Minute No. 7.c)

With reference to discussions on the governance of the Joint Advisory and Consultative Committee, Colin Marr reported that he had submitted a draft terms of reference for a joint committee to the Palace's senior officers, which would rationalise the complexity of this committee. Louise Stewart, Chief Executive - Alexandra Palace, informed the Committee that she would consider the document and Colin Marr's request that it be reviewed, perhaps by Haringey officers, before any further circulation.

ACTION: CHIEF EXECUTIVE

ii. Archiving of artefacts (Minute No. 8e)

In response to concerns raised by David Frith, Emma Dagnes, Managing Director - Alexandra Palace, recognised the staffing constraints at Bruce Castle. The Palace was considering options to alleviate the staffing pressures and had appointed Kirsten Forrest, from the British Museum to work with Bruce Castle to move the archiving project forward.

AGREED that more detail of the archiving activity be brought to the next committee meeting.

ACTION: MANAGING DIRECTOR

b) Consultative Committee – 9 June 2015

RECEIVED the minutes of the Consultative Committee held on 9 June 2015 (pages 9-11 of the agenda pack).

RESOLVED that the minutes of the Consultative Committee held on 9 June 2015 be confirmed as a correct record.

c) Advisory Committee – 9 June 2015

NOTED the minutes of the Advisory Committee held on 9 June 2015 (pages 13-16 of the agenda pack).

d) Board

RECEIVED the draft minutes of the meeting of the Alexandra Palace and Park Board held on 23 June 2015 and 15 July 2015 (pages 17-31 of the agenda pack).

The following matters arose from discussion of the minutes:

i. 23 June 2015 – Artistic Policy (Minute No.8d)

NOTED that an update on the production of an artistic policy for the theatre was requested. It was explained that discussions were still taking place and a consultant would be working with the Palace to develop a policy which would be presented to the committees early in 2016.

ii. 15 July 2015

NOTED in response to questioning that the conversations with the Campsbourne Centre management team were on going. regarding the lease for the playgroup building were on going.

Colin Marr noted that concerns about the graffiti wall had been discussed at the meeting but were not minutes.

40. CHIEF EXECUTIVE REPORT

RECEIVED the report of Louise Stewart, Chief Executive, Alexandra Palace and Park (pages 31-87 of the agenda pack).

The following matters arose from discussion of the report:

a. Commercial Events

i. July – September

REPORTED that

- Prime Impact was the organisation that ran the Mind, Body and Soul exhibition;
- Braemar Avenues and neighbouring roads had been disturbed by the noise of the PA during this year's Red Bull event. This had not occurred during previous events, and Jason Beazley requested that the speakers be repositioned in the future.

ACTION: MANAGING DIRECTOR

ii. Events Licence

REPORTED that residents of Bedford Road had logged a complaint as they were disturbed after live music events. The Palace had evaluated the egress after the Wombats concert and, as a result, had put a number of additional measures in place for security, traffic management, roadside cleaning and signage in place.

Emma Dagnes was hoping to meet with Bedford Road residents and the lead officer for licensing at LB Haringey in order to talk through issues before moving forward with further mitigation.

ACTION: MANAGING DIRECTOR

iii. Fireworks (paragraph 5.4 of the report)

NOTED that

- members expressed concern that discussions at the previous meeting about opening an entrance at south east corner of park for the fireworks event had not been taken forward. Emma Dagnes offered to discuss the matter with the safety advisory group, which included the emergency services. Reasons for not opening this entrance during the fireworks event would be reported back to the committee. It was also suggested that signage be installed at the south east corner to direct visitors to the nearest entrance, i.e. Redston Field;

ACTION: MANAGING DIRECTOR

- Cllr Jogee confirmed that Redston Field Gate would be open for ticket holders and Northview Exit will be open for exit only but there would be no entrance at Newland Road;
- The bonfire would be held on the Newlands Field;
- Barriers erected for a previous firework event had blocked the rear exit from 110 Dukes Avenue and this would be resolved.

ACTION: MANAGING DIRECTOR

b. Marketing

REPORTED that new 'what's on' lamppost banners were demonstrated on page 45 and in response to a question it was reported that these would replace current banners but advertising consent would also be sought for additional banners.

c. The Bar and Kitchen (paragraph 5.6)

NOTED that on a show of hands the committee clearly agreed that the name 'The Phoenix' was preferred to 'Bar and Kitchen'. Louise Stewart suggested 'The Phoenix Bar and Kitchen' as an option to let visitors know that it was a pub.

d. Fundraising

NOTED the comments of some committee members that Alexandra Palace memorabilia should be available to purchase at other outlets, including online, and not only at events.

Emma Dagnes explained that the retail aspect of the fundraising campaign was very limited with low numbers of tea towels and prints sold at exhibitions. Future options for merchandise would be discussed with the Chief Executive. There was a merchandise strategy for concerts linked to the artists but retailing Palace memorabilia could be resource intensive at a time when the Palace's

fundraising manager was focussing on funding applications, which potentially brought in more money.

Other sponsorship opportunities were discussed and the committee noted that a future report would be presented to the Trustees outlining the possibilities for public contribution including the sponsorship of theatre seats.

A clearer picture of the fundraising programme would be provided at the next meeting.

ACTION: CHIEF EXECUTIVE

e. Facilities

NOTED that the Chair felt the report was very useful in illustrating the substantial amount of work which was being undertaken to bring the Palace services up to modern standards.

Tim James was the Head of Facilities for Alexandra Palace.

f. Fabric Maintenance plan

Great hall – clean fabric linings and walkways

NOTED that

- Hugh Macpherson requested the Organ Society be consulted about the cleaning of the fabric linings and walkways as falling dirt could affect the organ;

ACTION: MANAGING DIRECTOR

- the proposal for the North West Service Wall, was to install a building to support the wall, which could be used for storage as a long term solution to secure its structure. There was no bracing on the other side of the wall and falling masonry had damaged parked vehicles in the past. The wall was, however, regularly surveyed;
- in response to a question: the former railway bridge, crossing Dukes Avenue was the property of Network Rail, who had conducted some maintenance work recently. The Chair would raise with the Park Manager that the area should be re-examined for further maintenance.

ACTION: CHAIR

g. Restoration Project

REPORTED that the tender returns for the enabling works contract were due the following week and Trustees had been invited to a workshop on the procurement contract on 11 November. A decision to appoint a contractor would be taken on 26 November. Once appointed the contractor would work with the Palace to review the timelines for the contract, which would be reported on at the next meeting.

NOTED, in response to a questions, that:

- as part of the tender contractors had to provide a strategy for how they would keep the ice rink open during works;
- a curator had been appointed on a part-time basis. The Palace and Heritage Lottery Fund (HLF) were considering a possible future merge of the archivist and digital archivist roles to ensure consistency and delivery. A more detailed structure chart would be provided at the next meeting such as staff on the design team, the consultant, and the Palace's own appointed personnel who were part funded through the HLF;
- the Friends of the Theatre would be updated on the conditioning survey, which was not yet complete;
- the extensive repairs to the Londesborough room referred to in the report were external works;
- Emma Dagnes would check to confirm whether the Palace had yet obtained listed consent for the south elevation brick and mortar repairs to Traitors Gate.

ACTION: MANAGING DIRECTOR

- the Chair expressed disappointment that the report on the restoration project did not contain information pertaining to the departure of the interim director of regeneration project, details of the staff engaged in the project, or the overall project programme.

AGREED to request a further report including the organisation structure, details of management and whether the project timescales were being met.

ACTION: CHIEF EXECUTIVE

h. Parks

i. Awards Recognition

NOTED that Mark Evison, Park Manager, acknowledged the hard work of grounds team and the work of the Friends of Alexandra Park who had contributed to achieving those awards year after year.

ii. Park Vision

NOTED that Mark Evison thanked all who had been involved in the vision consultation and reported that phase 1 of the habitat report had been received on Friday. The report proposed a review of the trees on site. A new masterplan would be developed linking to the borough's planning and health strategies.

The following matters arose:

A. Views

NOTED that

- Colin Marr commended the plan and echoed concerns raised during the consultation about protecting the views from the Palace, which he felt had not been reflected in the nine areas to be reviewed at appendix c. Mr Marr suggested adding

some wording to the following effect: “retention and enhancement of views particularly within and out of the park”;

- Mark Evison reminded the committee that protecting the view, specifically St Pauls Cathedral, had been included in the vision;
- a number of members raised concern about the views, including the effect of development of high buildings outside of the park, and the potential loss of the countryside characteristic of the park through overdevelopment;
- the Chair reported that the Friends of Alexandra Park were developing further input for the vision. This would focus on open space heritage of the park and, that the park provided an opportunity for entertainment. The statement would emphasise the importance of the entertainment aspect not affecting the first three aspects.

B. Trees

NOTED that a discussion about trees took place including:

- that consideration be given to the impact of tree growth on those who lived on the periphery of the park where light and privacy might be affected;
- in response to issues raised Mark Evison reported that some trees had been removed on safety grounds but would be replanted after the review;
- the dead tree near the garden centre had been disrupted by development around it and had been removed. There was still a dead oak tree on the other side of the site near the deer enclosure which would remain;
- the Allotments Association would not be formally consulted as part of the trees review but was welcome to submit any comments.

C. Drainage

NOTED, in response to questions, that

- plans to improve the drainage on the lower road, experimental works had been conducted and had not resolved the issue;
- other repairs such as blockages and sewage works took priority;
- a survey was being undertaken for a similar issue at Holland Park (Royal Borough of Kensington and Chelsea) and it was hoped that Alexandra Palace could learn some lessons from this;
- Frances Hargrove reported that Haringey Council was conducting some sustainable drainage system road works in the area, which might provide useful information.

i. Heartlands High School – use of upper football field

NOTED that

- i. the survey of the upper football field site (which Heartlands School had requested to use as a sports field) had recommended a survey for drainage improvements and other repairs which were being considered. Alexandra Park football club was being consulted about the proposals;
- ii. in response to questions:
 - the school proposed long term use of the field, which was situated between the boating lake and the football club;
 - the field would still be available for public use;
 - any agreement was still in the early stages of discussion but the school had some capital funds for the work detailed in the survey.

j. Graffiti Wall

NOTED that a full discussion on the issue of the graffiti wall took place, including the following comments:

- i. to date the Trust had received one complaint concerning the drift of paint spray from the graffiti wall;
- ii. the options were:
 - to move the pit or wall;
 - to install advisory signage, which the Palace had done in a number of different languages but the signage had been spray-painted over. Security staff were encouraged to talk to artists directly but resources would not enable conversations with every artist;Trustees would consider these options in November;
- iii. Emma Dagnes recognised that the issue had been first raised in April 2015 and that the matter required a cautious approach;
- iv. the comments of Colin Marr including:
 - that people avoided using the pit when graffiti artists were using the wall;
 - he felt there had been ineffective communication with artists as many had said they had not been asked to avoid using spray while the sandpit was in use;
 - building a new adventure playground would be preferred to moving the graffiti wall;
- v. the following comments from committee members:
 - the cost of moving the wall was estimated at £10k and the cost of moving the sandpit was around £12k but would not necessarily solve the problem;
 - artists should be asked where they would like to see the wall moved to;
 - a member expressed that they felt graffiti was a spontaneous act, and the sand pit could be in use all day which would limit creativity;
 - a log should be maintained of which artists had been spoken to and reported to the joint committee;

- moving fixtures to another area would not be a good use of funds but if artists co-operated and it was policed and reported effectively it could save thousands being spent;
- vi. Emma Dagnes expressed some concern that reports that artists had reacted favourably to consultative committee member's requests did not reflect the experiences of the security staff who had spoken to artists. Security staff would be asked to continue to approach the artists.

ACTION: MANAGING DIRECTOR

k. Learning and Community

RECEIVED a verbal update from Isobel Aptaker, Learning Officer - Alexandra Palace, including that

- a 2016 Calendar, containing photos of the Palace taken by Accum18 (a social enterprise working with residents of the Tottenham YMCA) was being produced;
- the objects from the Palace's centenary exhibition had been handed back to collectors and consideration was being given to how the project could be taken further forward;
- the last performance of the internee concert had taken place before construction started and good feedback had been received;
- the profits from the Accum18 YMCA project would be split between the young people and the Palace;
- in response to questioning, leaflets of the Palace's learning and community projects were sent to schools and headteachers and followed up;
- Nigel Willmott thanked Ms Aptaker for an amazing year;
- Councillor Hare and Hugh Macpherson had attended the orchestra concert and expressed that they had been very impressed.

Emma Dagnes would inform committee members where the 2016 Calendar would be available for purchase.

ACTION: LEARNING OFFICER

Clerk's note: The order in which the items contained in the report were considered was varied to enable Parks and Learning and Community to be considered at the start of the meeting. Therefore Isobel Aptaker and Mark Evison left the meeting at 20:36hrs

l. Miscellaneous

NOTED, further to questions, that:

- there was a borough wide dog control limiting dog walkers to a maximum of 6 dogs at a time;
- it was hoped that previous studies on car parking charging would be taken forward;
- Mark Evison agreed to investigate:
 - the cost of installing signs which flashed as speeding vehicles approached;
 - the possibility of removing the parking bays on Alexandra Palace Way.

ACTION: PARK MANAGER

41. NON-VOTING BOARD MEMBERS FEEDBACK

NOTED the update from Nigel Willmott including, that

- the Board had been informed at its meeting on the 23rd of June that the Palace's debt to the London Borough of Haringey had been converted to a grant which alleviated some of the financial pressure on the Palace, and;
- at its meeting on the 15th of July – mechanical and engineering work would be brought back in-house and that falcons had been borrowed some time ago in order to clear some of the pigeons in the Park.

42. ITEMS RAISED BY INTERESTED GROUPS

None.

43. ANY OTHER BUSINESS OR URGENT BUSINESS

a. Bus Stops and signage

NOTED that Adrian Thomas requested consideration be given to changing the names of the bus stops around the Park. There were 6 bus stops which had the name Alexandra Palace or Alexandra Park and WERA residents felt that this was causing confusion with people getting off at the wrong stops. Committee members felt that discussions with Transport for London was required and the Trust should consider how directions from e.g. Finsbury Park Station, Alexandra Palace Station and Muswell Hill could be improved.

ACTION: CHIEF EXECUTIVE

b. Restoration of Houses of Parliament

NOTED the suggestion by Colin Marr that the Palace should consider applying for its space to be used for the decanting of parliament during the parliament buildings restoration. Mr Marr would formally propose this to the Board at its next meeting.

ACTION: COLIN MARR

44. DATES OF FUTURE MEETINGS

NOTED that the next meeting will be held on Tuesday 2 February 2016.

An apology for absence from this meeting was received from Hugh Macpherson as an organ concert was scheduled for the same night.

CHAIR: Gordon Hutchinson

Signed by Chair

Date

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Report Title: **Chief Executive Report**

Report of: **Louise Stewart, Chief Executive, Alexandra Palace Charitable Trust**

1. Purpose

- 1.1 To provide the Board with an overview of the Chief Executive's priorities
- 1.2 To update the Board on Commercial activity throughout the Park and Palace
- 1.3 To brief the Board on the approach to responding to the Cross Rail 2 consultation

2. Recommendations

- 2.1 That the Board notes the contents of this report

Report Authorised by:

Contact Officer: **Louise Stewart, Alexandra Palace & Park, Alexandra Palace Way, Wood Green N22 7AY Tel No. 020 8365 4380**

3. Executive Summary

- 3.1 The Chief Executive has been in post for three weeks and has identified a number of areas which need to be addressed in order to increase performance levels and future proof the organisation
- 3.2 The commercial team continues to perform well - delivering both public and private events across all business segments

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. CEO PRIORITIES

At the time of writing the new CEO has been in post for almost three weeks. It is recognised and acknowledged that in the last few years the Trust and the Executive have achieved a significant amount. However, there is more work to do to take the Trust and its operations to the next level of performance, to place the organisation in a state of readiness for the future and in preparation for changes to the trading company's operational remit.

Key areas identified are;

- **Strategic Vision**
- **Shaping the organisation for the future**

- Governance
- Trust Strategy
- Long term financial planning
- **Organisational Development**
 - Financial and business planning
 - Performance management
 - Communications

6.1 Strategic Vision

There is a need to create a coherent long term vision for the Park and Palace. A review of the Farrell Masterplan for the Palace and completion of the Vision for the Park, which is currently underway, will be necessary to create a single Strategic Vision for the Park and Palace. Testing needs to be undertaken for each element of the Farrell Masterplan with a clear rationale, business case and the interdependencies between the different elements clearly identified. This will enable us to look afresh at the hotel development opportunity and revisit the rationale, to ensure all stakeholders are engaged and to assess and understand the opportunity cost of developing the identified location for this potential development opportunity.

6.2 Shaping the organisation for the future

The current restoration programme significantly changes the type and style of operation within the Trading Company. It places new and increased demands on the Trust, the skills and capabilities of the Trust Board, the Board of the Trading Company, and on operational elements such as, back office functions, technology, customer service, marketing and communications.

I. Governance

Good governance is essential for the Trust in managing the organisation to deliver its purpose in a way that enhances public trust and support. It is high on the agenda in all sectors public, private and voluntary. The Governance arrangements for Alexandra Palace and Park were last looked at in 2011/12. However the size of the Trusts operation, its operating environment, governance standards and levels of public scrutiny has changed in the last three years. It would be advisable, especially with the anticipated changes, to assess the fitness for purpose of the Trusts governance arrangements to deliver its current and future expanded operation.

II. Trust Strategy

In addition to the Strategic Vision for the Park and Palace there needs to be a clear strategy for the Trust itself, reiterating its long term purpose, priorities and detailing its objectives over the next five to ten years. The development of such a document will enable clearer communications with stakeholders and potential funders as well as setting the context and direction for financial and business planning, and performance measurement.

III. Long Term Financial Planning

There have been exercises in the past to establish a 5 and 10 year business plan for the organisation. These need to be re-examined in conjunction with the development of the strategic vision and the Trust Strategy. This work will review the projection of future income streams from the existing operation, the expanded operations following on from the East Wing restoration programme, and where possible elements of the future vision. This will assist in calculating the financial health of the trust and its ability to fund its charitable purposes in the future. It will also identify future investment requirements to

achieve the vision. This work is also important to reassure stakeholders and funders that the trust is actively planning for future financial sustainability.

6.3 Organisational Development

A defined Trust Strategy and improved financial and business planning and reporting are essential if the Trust is to provide robust governance and report on progress towards its main purpose. There are several areas of the organisations operation in need of improvement. Work on these areas will need to take into account the additional operational requirements of the new areas of business resulting from the restoration programme.

I. Performance Management

The Trust needs to more formally measure performance against each of its stated priorities over a longer period of time to show stakeholders and funders how the Trust performs in achieving its purpose, to build understanding, trust and overall reputation.

Understandably the focus has been primarily on the financial performance of the Trading Company and its role to provide essential income to the Trust to enable it to fund its main purpose, but this is too narrow. A performance framework needs to be developed, in conjunction with the Trust Strategy, which reflects the full contribution of the Park and Palace in the economic and social wellbeing of the area. The framework will also need to demonstrate how effective and efficient the Trust is at delivering its purpose and objectives. It is important that this reporting is cumulative each year so that the full contribution of the Trust over time is acknowledged, recognised and valued.

II. Communications

There is a large gap in the organisations capability in the area of communications and additional capacity is required. Addressing this will ensure all communications from the Trust and trading activities are aligned and are mutually supportive to build a single consumer facing brand.

A more structured approach will enable the Trust to communicate its work proactively, increase awareness of the whole of the offer of the Palace and Park and support the restoration fundraising activity.

III. Financial and Business Planning

A stronger process of annual financial and business planning is required. The organisation needs to plan and manage resources against priorities more effectively, provide robust information to the board and funders, and provide clearer direction internally to staff.

IV. Other areas

In addition to the above areas the organisation needs to identify its current and future IT and technology requirements, review its processes for risk management and reporting, and review its organisational policies and procedures.

It is proposed that the Executive prepare and implement an action plan to address these issues and report on progress at the next meeting.

7. COMMERCIAL UPDATE

I. Commercial Highlights: July - September

July and August are usually quieter months for the trading business however this summer was our busiest ever and served as a showcase for both the Park and Palace. Events included: a series of craft beer festivals, Drive in Cinema, a Summer Festival celebrating 125 years of the Park, the Redbull Soapbox race, Foodies Festival, Legends of Gaming, Antiques and Big Stamp. Live music included Brand New and four sold out nights of Florence + The Machine. In addition to these public events we also hosted private film shoots, an annual corporate conference, and over 20 weddings.

II. Future events

From September to November the Palace will host 17 nights of music, six major exhibitions and our Firework Festival. We will also welcome back the William Hill World Darts Championship on 17th December for 22 sessions running until 4th January 2016. January is also an incredible busy month with regular shows taking place including World Snooker, Model Engineering, Ping Pong Championship and Excursions.

III. Sales Update

The Commercial team have been proactively driving new business and have secured 30 nights of music, numerous corporate events, film shoots and 20 exhibitions for the 2015-16 financial year.

In terms of footfall, by way of comparison in September 2011 we welcomed a total of 16,500 visitors to events. This past September we welcomed over 65,000 visitors. A strong commercial strategy has positively impacted overall trading figures and consequently the Trading team is expected to deliver gift aid targets.

IV. Event Operations Update

- **License Variation**

The application to vary our license was confirmed in September and changes to the conditions were made to bring them in line with accepted events management practice.

- **Outdoor event Strategy**

Due to the successful summer programme the commercial team is currently looking at developing the outdoor event strategy to ensure we maximise Park opportunities throughout 2016.

- **Bedford Road**

The Palace was made aware that residents on Bedford Road had concerns regarding the increase in events. A meeting was held on the 2nd November with the resident representative, LBH Licensing Manager, Cllr McShane, Emma Dagnes (AP) and Simon Fell (AP). The resident representative outlined four main concerns:

- Heavy footfall after 11pm with people walking to the train station
- Increased traffic causing traffic jams
- Increased buses
- Noise from the Tannoy announcement from Alexandra Palace Train Station

The AP team described mitigation measures which had been put in place since these concerns were brought to our attention. Although the resident acknowledged that some improvements had been noted, the concerns still remained. It was agreed in the meeting that Emma Dagnes and Simon Fell would continue to liaise with the residents.

V. Marketing Update

The events held at the Palace over the summer attracted increased media coverage and were listed in Time Out several times, often in the top ten things to do this summer. Furthermore a photo of Florence Welch (of Florence + the Machine) on stage also appeared on the front page of the Evening Standard with the headline “In Full Flo at Ally Pally”.

Facebook followers are currently (42,000), Instagram (3,200), and we have just recently launched Alexandra Palace on Snap Chat.

The team have designed and installed new signage for concerts and exhibitions to improve the dated directional signage and bar frontage.

VI. Ticketing

The contract with See Tickets will be extended for one year as per the current terms and conditions. The commercial team continue to manage this agreement closely to obtain maximum value. A re-tendering exercise will need to be undertaken in November 2016.

VII. The Bar & Kitchen

Following the recent Board meeting of the Alexandra Palace Trading Ltd it has been confirmed that the Bar & Kitchen will now be called The Phoenix Bar & Kitchen in response to a number of customer comments.

VIII. The Ice Rink

The ice hockey season has just begun and the ice rink team are currently working towards producing the annual Pantomime on Ice. The Cinderella On Ice pantomime runs from 14th – 21st December 2016.

Club de Fromage successfully launched its monthly event on 25th September and has received a positive response from customers.

8. Cross Rail 2

The Transport for London (TfL) consultation process on Cross Rail 2 is currently underway. The executive have met with TfL to discuss the plans and intend to respond to the consultation following an internal exercise to assess the advantages and disadvantages of the proposals from the perspective of the Park and Palace. The deadline is at the end of January 2016, before the next Board meeting.

9. LEGAL IMPLICATIONS

9.1 The council’s Assistant Director of Corporate Governance has been consulted in preparation of this report, and has no comments save to say that his Service remains available to assist in taking forward the new Chief Executive’s vision for the Palace and Park.

10. FINANCIAL IMPLICATION

10.1 The Council's Chief Financial Officer has been consulted on this report; there are no direct financial implications arising from it although the identification of the need to strengthen the long term financial planning process is welcomed.

11. USE OF APPENDICES

None

Alexandra Park and Palace Board

17 November 2015

Report Title: **APPCT Financial Results for period to 31/08/2015 and annual forecast**

Report of: **Dorota Dominiczak, Director of Finance and Resources, Alexandra Palace Charitable Trust**

1. Purpose

1.1 This paper sets out the results for Alexandra Park and Palace Charitable Trust for 5 months to 31/8/2015 and annual forecast.

2. Recommendations

2.1 That the Board is asked to note the performance of the Trust

Report Authorised by:

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

3. Executive Summary

3.1 The Trust performed on budget to deliver its charitable objectives.
3.2 2015-16 forecast of financial position has been updated to reflect over-performance of its trading subsidiary and a projected increase in 2015-16 gift aided profits from APTL to the Trust.

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. RESULTS FOR 5 MONTHS TO 31/08/2015

6.1 Table 1: Incoming Resources – LBH Grant

YTD the Trust has been financed by LBH under the on-going arrangement of a financial support rather than by an Operational Grant. The new banking facility is now operational which will enable LBH to fund the Trust's operations through the grant arrangement as per the prior agreement. Once the grant arrangement is in place it will be phased monthly and show in Incoming Resources (see annual forecast) to confirm a health financial position. By way of explanation as at 31/08/15 the total cash support from LBH to the Trust was £1,823,411. To date the LBH funding has supported the daily operations of the Trust. This financing has provided cash flow for specific projects including the East Wing Restoration prior to the first Heritage Lottery Drawdown which was submitted in September and the LED lightening project in the Great Hall prior to drawdown from the Sustainability Infrastructure Fund.

6.2 Table 1: Incoming Resources – Gift Aid

The Trading Company Gift Aid target has been revised to £1,300m (£200k up on budget) due to exceptional performance of all trading activities, in particular because of additional income from events and associated catering offers.

6.3 Table 1: Overheads

YTD expenditure is on target with an exception of Palace maintenance and legal and professional fees. The under-spend on Palace maintenance in the summer has been re-allocated for emergency repairs during the winter. Potential saving on legal and professional fees is due to slower than anticipated start of the hotel project. No other significant variances are expected.

6.4 Table 2: Designated Funds (Fixed Assets)

Capital Grant from LBH for 2015-16 is £400k and in addition there is an agreed under-spend from 2014-15 of £116k making an available amount of £516k in 2015-16. YTD actual expenditure was £35k with a committed £200k on gas pipes replacement. £150k of this allowance is expected to be spent on Fabric maintenance for the areas outside the Restoration Project.

The Trust has been advanced a SIF loan of £270k for a replacement of lighting in the Great Hall. The project is now completed and a new LED lighting will enable annual saving in maintenance and energy usage.

6.5 Table 3. Restoration Project (Restricted Funds)

2015-16 Incoming resources have been re-phased to reflect the HLF and LBH support for the Project as well as a prudent expectation of a matching funding (fundraising). YTD expenditure shows underspend due to fees for Design and Project Management to date. As per the HLF Agreement 70% of the Project's expenditure is funded by HLF and 30% by LBH and fundraising. The start of Phase 2 of the Project (since April 2015) has been positively received by HLF Monitor who expressed his confidence in the Trust's Project team as well as his understanding to challenges faced by the fundraising team at this early stage of the Project. The 1st drawdown claim was successful, and cash funds were received in September for expenditure incurred in a period to 31st August. Phasing of a cash flow is under review to ensure that, following the Contractor's works in December/January, there are sufficient funds available to support the Project before the quarterly drawdowns claims are settled by HLF.

Table 1: APPCT Unrestricted Funds

APPCT YTD and Forecast For 5 Months Ending 31st August 2015	Cum 31/08/2015			Year 2015/16		
	Budget	Actual	Diff	Budget	Forecast	Diff
Trust Income	£	£	£	£	£	£
LBH Grant – Operational	790,000	-	(790,000)	1,900,000	1,900,000	-
Palace APTL Licence	79,165	79,165	-	190,000	190,000	-
Palace Leases	39,250	19,395	(19,855)	78,500	58,645	(19,855)
Park Leases	21,642	39,594	17,952	86,566	104,518	17,952
Learning & Community	2,250	8,287	6,037	3,200	9,237	6,037
Gift Aid	-	-	-	1,096,202	1,300,924	204,722
Other	17,655	36,574	18,919	47,830	66,749	18,919
Total Incoming Resources	949,962	183,016	(766,948)	3,402,298	3,630,073	227,775
Overheads						
Cost of Sales	-	2,769	2,769	-	2,769	2,769
Wages & Salaries (including pension	233,190	235,951	2,761	582,440	585,201	2,761
Other Wage Costs (Agency, Welfare, Travel)	20,545	7,856	(12,689)	48,460	35,771	(12,689)
Maintenance Contract Palace	229,750	182,622	(47,128)	495,450	496,322	872
Maintenance Contract Park	147,193	147,193	-	294,386	294,386	-
Repair & Maintenance Other	56,251	62,363	6,112	162,908	169,020	6,112
Security Control	196,400	184,273	(12,127)	464,100	451,973	(12,127)
Cleaning & Pest	1,000	41	(959)	2,000	1,041	(959)
Rates & Insurance	142,498	137,813	(4,685)	342,000	337,315	(4,685)
Office expenses (Hire, stationery)	44,443	30,042	(14,401)	107,410	93,009	(14,401)
Utilities	51,435	46,733	(4,702)	125,300	120,598	(4,702)
Software & IT	27,750	20,818	(6,932)	58,900	51,968	(6,932)
Sundries, Meeting & Subscriptions	17,660	10,962	(6,698)	41,845	35,147	(6,698)
Marketing, Advertising & Design	42,665	6,224	(36,441)	97,060	60,619	(36,441)
Legal & Professional	176,519	62,509	(114,010)	328,164	214,154	(114,010)
Depreciation (Unrestricted are loan Assets)	56,230	51,099	(5,131)	134,952	129,821	(5,131)
Interest on Loan Assets	26,500	32,608	6,108	63,595	69,703	6,108
Banking Costs	-	19	19	-	19	19
APTL Cost recharges	32,085	54,169	22,084	77,000	99,084	22,084
Contingency	-	-	-	35,000	35,000	-
Total Outgoing Resources	1,502,115	1,276,065	(226,050)	3,460,970	3,282,919	(178,050)
Result	(552,153)	(1,093,051)	(540,898)	(58,672)	347,154	405,826

Table 2: APPCT Designated Funds (Fixed Assets)

APPCT YTD and Forecast For 5 Months Ending 31st August 2015	Year 2015/16		
	Budget	Forecast	Diff
Trust Income	£	£	£
LBH Grant – Capital	400,000	400,000	-
Total Incoming Resources	400,000	400,000	-
Overheads			
Depreciation (Unrestricted are loan Assets)	284,000	263,131	(20,869)
Total Outgoing Resources	284,000	263,131	(20,869)
Result	116,000	136,869	20,869

Table 3: APPCT Restoration Project

APPCT YTD and Forecast For 5 Months Ending 31st August 2015	Year 2015/16		
	Budget <i>(super-seeded by forecast)</i>	Forecast	Diff
Trust Income	£	£	£
LBH Regeneration grant	500,000	500,000	-
HLF Grants	957,460	1,162,792	414,646
Match Funding	839,875	-	-839,875
Total Incoming Resources	2,297,335	1,662,792	-354,379
Overheads			
Wages & Salaries (including pension & Ni)	69,644	61,124	-8,520
Legal & Professional	1,883,530	1,600,000	15,870
Banking Costs	-	7	7
Contingency	-	-	-
Total Outgoing Resources	1,953,174	1,661,131	7,357
Project Reserves Carried Forward	344,161	1,661	-361,736

Table 4: APPCT (Total Incoming and Expended resources)

APPCT YTD and Forecast For 5 Months Ending 31st August 2015	Cum 31/08/2015			Year 2015/16		
	Budget	Actual	Diff	Budget	Forecast	Diff
Trust Income	£	£	£	£	£	£
LBH Grant - Operational	790,000	-	-790,000	1,900,000	1,900,000	-
LBH Grant - Capital	166,665	-	-166,665	400,000	400,000	-
Palace APTL Licence	79,165	79,165	-	190,000	190,000	-

Palace Leases	39,250	19,395	-19,855	78,500	58,645	-19,855
Park Leases	21,642	39,594	17,952	86,566	104,518	17,952
Learning & Community	2,250	8,287	6,037	3,200	9,237	6,037
Gift Aid	-	-	-	1,096,202	1,300,924	204,722
Other	17,655	36,574	18,919	47,830	66,749	18,919
	1,116,627	183,014	-766,948	3,802,298	4,030,073	227,775
Regeneration Grants (HLF & LBH)	500,000	-	-500,000	1,457,460	1,662,792	205,332
Match Funding	152,000	-	-152,000	839,875	0	-839,875
	652,000	-	-652,000	2,297,335	1,662,792	-634,543
Total Incoming Resources	1,768,627	183,014	1,585,613	6,099,633	5,692,865	-406,768
Overheads						
Cost of Sales	-	2,769	2,769	-	2,769	2,769
Wages & Salaries (including pension & Ni)	262,210	256,451	-5,759	652,084	646,325	-5,759
Other Wage Costs (Agency, Welfare, Travel)	20,545	7,856	-12,689	48,460	35,771	-12,689
Maintenance Contract Palace	229,750	182,622	-47,128	495,450	496,322	872
Maintenance Contract Park	147,193	147,193	-	294,386	294,386	-
Repair & Maintenance Other	56,251	62,363	6,112	162,908	169,020	6,112
Security Control	196,400	184,273	-12,127	464,100	451,973	-12,127
Cleaning & Pest	1,000	41	-959	2,000	1,041	-959
Rates & Insurance	142,498	137,813	-4,685	342,000	337,315	-4,685
Office expenses (Hire, stationery)	44,443	30,042	-14,401	107,410	93,009	-14,401
Utilities	51,435	46,733	-4,702	125,300	120,598	-4,702
Software & IT	27,750	20,818	-6,932	58,900	51,968	-6,932
Sundries, Meeting & Subscriptions	17,660	10,962	-6,698	41,845	35,147	-6,698
Marketing, Advertising & Design	42,665	6,224	-36,441	97,060	60,619	-36,441
Legal & Professional - Trust	176,519	62,509	-114,010	328,164	214,154	-114,010
Legal & Professional – Restoration	411,229	308,415	-102,814	1,883,530	1,600,000	-283,530
Depreciation (Unrestricted are loan Assets)	174,565	148,565	-26,000	418,952	392,952	-26,000
Interest on Loan Assets	26,500	32,608	6,108	63,595	69,703	6,108
Banking Costs	-	26	26	-	26	26
APTL Cost recharges	32,085	54,169	22,084	77,000	99,084	22,084
Contingency	-	-	-	35,000	35,000	-
Total Outgoing Resources	2,060,699	1,702,452	-358,247	5,698,144	5,207,182	-490,962
Result	-292,072	1,519,438	1,227,366	401,489	485,683	84,194

7. LEGAL IMPLICATIONS

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

8 FINANCIAL IMPLICATIONS

8.1 The Council's Chief Financial Officer has been consulted in the preparation of this report, recognises the improved estimated outturn position and will want the new Chief Executive to consider the implications of this moving forward.

9 APPENDICES

9.1 There are none.

Alexandra Park and Palace Board

17 November 2015

Report Title: **East Wing Restoration Report**

Report of: **Emma Dagnes, Managing Director, Alexandra Park and Palace**

1. Purpose

1.1 To update the Board of progress of the East Wing Restoration project

2. Recommendations

2.1 The Board are asked to note the contents of this report

Report Authorised by: Louise Stewart, Chief Executive, Alexandra Park and Palace

Contact Officer: **Emma Dagnes, Alexandra Park & Palace, Alexandra Palace Way,
Wood Green N22 7AY Tel No. 020 8365 4340**

3. Executive Summary

3.1 The design team have been progressing with RIBA stage 4 (technical design) deliverables including reviewing the Theatre ceiling walkway, the acoustic treatment of the East Court, and the roof light leading into the BBC foyer.

3.2 The Theatre's artistic policy and the fundraising strategy are currently under review following the recent appointment of the new Chief Executive.

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. UPDATE JULY - OCTOBER

- 6.1 Following the formal issue of tender documents on 7th September, a mid-tender review was held on the 23rd September at the Palace where contractors were given a further guided tour. A number of follow-up visits by all contractors with their respective supply chains have also taken place. Tenders have been received by the deadline of the 26th October 2015. The Project Board has met twice since the last Trustee Board meeting and the Programme Board has also met twice.

7. DESIGN

The design team have been progressing with the development of RIBA Stage 4 (Technical Design) deliverables including engineering to the Theatre, finishes and containment to the BBC Studios, roof light proposals to the BBC Foyer, rainwater and below ground drainage systems and options for acoustic treatments, amongst other items.

7.1 Theatre

The Theatre Designers are reviewing the theatre ceiling walkway and levels with a view to establishing a preferred arrangement. A 3D model of the theatre roof space is being produced and will be used to facilitate coordination of the walkways and the ventilation plenums.

The scaffold specification and loadings for the ceiling plasterwork investigations were completed and the condition survey commenced at the start of October. Work is on schedule and will be completed at the start of November. During this time the Haringey Council Conservation Officer and the Inspector of Historic Buildings and Areas from Historic England attended site to take advantage of the access the scaffolding tower allowed to areas of the ceiling which would normally be too difficult to safely reach.

The team are looking in more detail at the roof trusses and structural repairs and also the balcony seating structure / support work needed. Further work has been developed in relation to the floor levels and seating.

7.2 East Court

The team have been looking further into acoustic treatment of the space, in particular sound absorption measures including baffles and banners, as well as furnishings and fittings.

7.3 BBC Wing

Further review work is being undertaken in regards to the roof light into the BBC foyer with a view to utilising the maximum glass sheet size.

7.4 General

A significant amount of work has been undertaken by the Palace's operations teams (Events, Catering, Facilities) with Building Performance consultants in preparing a number of use scenarios for the Theatre, East Court and BBC Wing to establish how events in these areas will be integrated with the existing events programme on the site. This has also included presentations illustrating various fire scenarios for the review of the Palace team.

7.5 Planning / Listed Building Consent / Building Control

Building Control consultants were appointed towards the end of the Development Phase with meetings held in this period between the approved inspector and the relevant design team members.

7.6 Health & Safety

Clarifications relating to the new Construction (Design and Management) Regulations 2015 (CDM 2015) which came into force on 6 April 2015, replacing CDM 2007 have been resolved and the Principle Designer (H&S) role confirmed (Sweett UK Limited).

8. PROCUREMENT

8.1 Contractor – Enabling Works Package

The ITT for the enabling works contractor was issued on 7th September 2015 with tenders returned by the 26th October 2015. A mid-tender review was held on the 23rd September where contractor representatives were given a further guided tour of the site. This was followed up with additional visits from the contractors and their wider supply chain.

The tenders will now be reviewed as per the Tender Evaluation Process with a recommendation to appoint being brought to the Board of Trustees on the 26th November 2015. Prior to the Board meeting, the Restoration team will be holding a Board of Trustees workshop on the 11th November 2015 to prepare for the 26th November meeting.

9. SCOPE CHANGE REPORTED IN THE PERIOD

Alexandra Park and Palace has requested that provision be made for assisted listening system in the Theatre. The design team are examining options for this area to report back to the APP team.

10. KEY PROGRAMME DATES OVER THE NEXT PERIOD

The current programme is version 12 and has not been subject to any further update in the reporting period. The key programme milestones over the next period are noted below.

Key Programme Items	Target Date
Construction Tender Returns	Completed
Board of Trustee Workshop	11 th November 2015
Board of Trustee Special Contract Award Meeting	26 th November 2015
Enabling works start	4 th January 2016*
Enabling works complete	17 th May 2015*

*It should be noted that the programme timescales shown for the enabling works are best estimates. Until the main contractor confirms the programme it cannot be considered final.

*The main works will take approximately 60 weeks.

11. REPORT FORMATTING CHANGES

As the Restoration Project progresses the volume of information which will be reported to the Programme Board, Finance, Resource and Audit Committee, Statutory Advisory and Consultative Committees, and Alexandra Park and Palace Charitable Trust Board will increase. Therefore the team have recommended to the Programme Board that we change the reporting format to ensure the relevant levels of information are provided in a consistent and informative format when

presented to the various Boards and Committees. The new format will be trialled at the next Programme Board to allow for comment and feedback prior to being used at further Board and Committee meetings.

12. THEATRE POLICY

Following a review meeting with the Chair of the Friends of the Theatre, the Draft Theatre Policy is being revised. The APP Theatre Policy Consultant will meet with the Friends of the Theatre Chair and Alexandra Palace's Managing Director over the next few months to develop a draft Theatre Policy for further review prior to being presented to the SACCC and submitted to the Board of Trustees in the New Year.

13. FUNDRAISING

With our new Chief Executive joining in October 2015 it was felt that there was an opportunity to re-visit the Fundraising Strategy. Though a significant level of work has been undertaken by our Fundraising Manager and the restoration team in general, it is felt that the lack of commitment from Trusts and Foundations must be interrogated to ensure that the limited resource is being focused on areas with the highest opportunity for success. In particular the extended public fundraising campaign needs to be reviewed by the new Chief Executive before it is presented to the Board for approval. The Executive team will be holding a workshop within the next few weeks facilitated by a Director of Development from the Arts & Culture Sector, who will manage the structure of the day across key areas which include Case for Support, Asset Review and Levels for Giving, Fundraising Calendar, Prospecting, Trusts and Foundations, Major Gifts, Corporate Sponsorship, Regular Giving Schemes, Community Fundraising, Communications.

Following this workshop, the Executive team will undertake to revise the original Fundraising Strategy in the context of the current funding climate and our experience to date.

14. LEGAL IMPLICATIONS

- 14.1 The Council's Assistant Director of Corporate Governance has been consulted in the preparation of this report and has no comment

15. FINANCIAL IMPLICATIONS

- 15.1 The Council's Chief Financial Officer has been consulted in the preparation of this report and has no additional comments to make.

16. APPENDICES

- 16.1 There are none.

Alexandra Park and Palace Board	17th November 2015
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Report Title: Conservation Report
Report of: Emma Dagnes, Managing Director, Alexandra Park and Palace
1. Purpose 1.1 To provide an update on the Fabric Maintenance Plan and services
2. Recommendations 2.1 That the Board notes the contents of this report
Report Authorised by: Louise Stewart, Chief Executive, Alexandra Park and Palace
Contact Officer: Emma Dagnes, Alexandra Palace & Park, Alexandra Palace Way, Wood Green N22 7AY Tel No. 020 8365 4340
3. Executive Summary 3.1 The budget available for repairs and renewals to the fabric of the buildings is in the region of £158,000 for 2015/16 inclusive of the permitted carry over from 2014/15; 3.2 The priority works packages are: Roof Repair Package, Permanent Roof Access, Joinery repairs and redecoration, Great Hall – Clean fabric linings and walkways, Interim Repairs to North Wall, South Elevation/Traitor's Gate – Brick and render repairs and Conservation Works to Basement Bunkroom
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. FABRIC MAINTENANCE PLAN

The budget available for repairs and renewals to the fabric of the buildings is in the region of £158,000 for 2015/16 inclusive of the permitted carry over from 2014/15. The repair priorities continue to concentrate on making the external envelope weather-tight and safe to access, thereby minimising any further deterioration and unnecessary expense, and adverse impact on event operations and general public.

The priority works packages are as follows:-

6.1 Roof Repair Package

Urgent glazing repairs and trial abseil access to Palm Court carried out in August, and further glazing repairs in October have addressed the main leaks.

Main Roof Repair Package for the repair of leaking roofs, glazing and abutments to: West Corridor roof; Great Hall main roof and east gutter; Area 7 roof/external wall; East Court dome and atriums, gutters and drainage, has commenced on site. The priority works to the Great Hall, Area 7 and West Corridor shall be completed in October/November 2015 at a value of £44,169 + VAT and remaining works to the East Court in April/May 2016 at a value of £110,712 + VAT. The tender approval report will be presented under the Exempt section of the Board meeting.

6.2 Permanent Roof Access

Provision of handrails to Great Hall gutters, recommissioning of existing latch-wires to Great Hall main roof, installation latch-wires and crawl boards to link all access points, as the priority for 2015/16 and additional latch-ways to East and West Lightwells, SW Colonnade, and West Service Yard roofs for early 2016/17. Listed Building Consent has been submitted and a decision is expected in early December, to allow installation in January 2016. The works are being tendered as a single contract to be phased over two years, to suit the budgets available, and should the opportunity arise bring these works forward.

6.3 Joinery repairs and redecoration

The extensive external repairs to rotten timber doors, overhaul of windows, and redecoration throughout to Palm Court, Londesborough Room, and Bar & Kitchen, is largely complete. Completion of remaining items was delayed due to the busy events programme and adverse weather, and has been rescheduled for mid-November. The final account is anticipated to be £24,000 + VAT. Alternative paint colours are being trialled on the Bar & Kitchen doors and in the East Court, to inform the selection on the East Wing Restoration and long term redecoration strategy for the whole Palace.

6.4 Great Hall – Clean fabric linings and walkways

The dry cleaning of canopy fabric linings and ducting/roof structure to remove excessive dust build up to improve appearance and reduce potential fire risk has been tendered. Four tenders were received and are currently being evaluated. Three slots in the events diary have been identified during November, December 2015 and January 2016 to carry out the main cleaning works. The addition spot cleaning of isolated water and oil staining will be assessed once the main clean has been completed and further periods will be found to complete these aesthetic elements.

6.5 Interim Repairs to North Wall

Inspections and holding repairs to interior and external face of free standing large brick wall, to ensure the safety of the wall and to users of the North Yard, West Yard and The Lab car-park was completed in early October by Millcroft Group and DF Keane Limited. The permanent re-support of this wall is being considered are part of the feasibility scheme for a new storage building over the embankment of the West Yard.

6.6 South Elevation/Traitor's Gate – Brick and render repairs

The consolidation of spalling and missing brickwork to main corner piers and repairs to render plinths, to make safe and presentable to the public, had been

deferred until April 2016 due to budget restrictions. Listed Building Consent will be submitted shortly due to extent of brick replacement to piers.

6.7 Conservation Works to Basement Bunkroom

The reassembly and presentation of the timber bunk-bed and creating safe access to this historic room, believed to be used in the WW1 as a cell, and improving the environmental conditions to this damp area, is still a high priority. Supplementary funding to that of the History Tours is being explored, as these basements could form alternative areas of interest when the Theatre and BBC Studios are closed for restoration. The extent of access to the remainder of the basements is being reviewed, to reach the workshop equipment under the Panorama Room and bread ovens under the West Lightwell and Great Hall, and will be scoped and costed.

7 PRIORITY WORKS

The proposed programme for the priority works for 2015/16 is as follows:-

7.1 FMR Budget

Item	Timetable
Joinery repairs and redecoration	- Complete by November 2015
Palm Court Glazing	- Major leaks fixed in August 2015 and other leaks repaired in October 2015
Roof Repair Package	- Phase 1 commenced in October 2015 - Phase 2 scheduled for April 2016.
Great Hall Canopy and Roof Space Cleaning	- Tenders received - Commencement due November 2015
North Wall: Holding check/repair	- Completed October 2015
Permanent Roof Access	- Listed Building Consent submitted - Tendering during November 2015 - Commencement to Great Hall due December 2015

7.2 Other Budget

Basement Bunkroom – Tenders reported – Commencement subject to finding alternative budget – Scope of access to remainder of basement to be reviewed.

7.3 Classification of FMP work packages

The FMP work packages previously agreed by the Board to be deferred into latter years include a mixture of internal and external projects, and have been reviewed further to classify into Business Critical with an option for funding to be realised from the revenues of the trading company and Building Critical with funding required to be realised from the Trust.

We will be carrying out an update to the Fabric Maintenance Plan with the Surveyor to the Fabric, Purcell, to record the works completed or deferred to date, and to prioritise Year 3 to incorporate the above changes. The deferred works will be reviewed further to incorporate the second phase of the Roof Repair Package

to the East Court, to ensure that the overall programme is within the budget allowance for 2016/17. Provision will also be made to bring forward selected items back into 2015/16 should budgets permit.

8 LEGAL IMPLICATIONS

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

9. FINANCIAL IMPLICATIONS

- 9.1 The Council's Chief Financial Officer has been consulted in the preparation of this report and has no comment

10. APPENDICES

- 10.1 There are none.

Alexandra Palace & Park Board

on 17 November 2015

Report Title: **Park Report**

Report of: **Mark Evison, Park Manager, Alexandra Park and Palace**

1. Purpose

1.1. This report provides updates on a number of Park issues including the Park Vision

2. Recommendations

That the Board

- (i) Note the report including the successes in the Green Flag and London in Bloom Award schemes and recognise the support of the Grounds Maintenance Contractors and Park Volunteers
- (ii) Notes the work undertaken to date on the Parks Vision
- (iii) Reviews the strategy and costs for moving the Graffiti Wall to a new location

Report Authorised by: **Louise Stewart, Chief Executive, Alexandra Park and Palace**

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

3. Executive Summary

- 3.1. The Park has been successful with a number of awards in 2015, including a Gold Award and category win in the London in Bloom Competition (Large Park over 25 acres)
- 3.2. The Park Vision project has progressed, however with the appointment of a new Chief Executive the work will now feed into the Strategic Vision work prior to progressing further
- 3.3. The procurement of a new Grounds Maintenance Contract is underway
- 3.4. The Friends of the Park continue to provide support and organise community events
- 3.5. Following discussions at the Joint Advisory and Consultative Committee the situation regarding the graffiti wall has been reviewed

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

Awards and Recognition

The Park has had a number of successes in recent months. The Green Flag Award standard has been reached for the eighth year and Green Heritage Accreditation has been awarded for the fifth year. The organisers of the Green Flag Award scheme, Keep Britain Tidy hold a public vote for all Green Flag winning sites, *The People's Choice Award*. Alexandra Park appeared eighth in the vote this year.

The Green Flag scheme judges also awarded the Park a commendation in their new 'Bees Needs Award'. Winning sites are required to prove that they are making positive changes that encourage and increase pollinator-friendly habitats and food sources throughout the year. For example, the growth of wildflower meadows, shrubbery, wild patches of land, building of nest sites, and cutting grass less often.

There was also a very exciting result from the London in Bloom Awards this year. As well as achieving a Gold Award in the Large Park category for the first time, Alexandra Park was the **category winner**. The judge's comments included:

"It is clearly a very well-used and well-loved park. An important resource for local people but also a real destination park"

"The management of the park for nature conservation is an extremely strong feature with good management of a wide range of habitats including acid grassland. The surveys, events and work with the Friends' group in this area is also very impressive."

"This is a great park, well managed on very limited resources with a high level of community ownership and buy-in. Everyone involved should be very proud of what has been achieved."

Park Vision Update

Following a number of consultations with stakeholders, the Park Manager has written a paper entitled "Towards a new Vision" which is attached at **Appendix 1**. This paper sets out the process for re-evaluating the Park and planning for the next ten years.

The Joint Consultative and Advisory Committee meeting considered the paper on 20th October and their feedback was largely supportive although a number of individual issues were raised. The issues will be incorporated into the development of the Park Vision document.

The new Chief Executive wishes to review the work done to date in the context of revisiting the Strategic Vision and Farrells Masterplan. The Parks Vision will continue in its development but within a wider project lead by the Chief Executive.

Grounds Maintenance Contract

The Board will recall that the Grounds Maintenance Contract expires in April 2016. A new specification has been authored by the Park Manager with support from the existing grounds staff, and input from colleagues across the Palace. This specification now includes regular items of work that have been procured separately. Inserting these items into the contract is better value for money as the work is scheduled across the term of the contract and also frees up time for the Park Manager.

A suitable procurement pathway has been identified and it is hoped the Board will be asked to approve the new contract at the meeting in February 2016.

Friends of the Park

The Friends of Alexandra Park continue to promote and support the Park on multiple fronts. They have carried out a number of work parties to clear bramble and encroaching scrub from the butterfly meadow and a tree strip adjacent to Redston Field. Their volunteers have staffed the Park Information Centre for almost a hundred hours this year meeting approximately 700 visitors.

The committee and membership took part in consultation on the Park Vision and provide constructive feedback on Park projects and event proposals

Graffiti Wall

At the July Board of Trustees meeting an update was given on the concerns raised by the drift of paint spray from the graffiti wall.

This matter was reviewed in 2011 by the Trust's then Health and Safety Consultant, Sally Wearing. Her research into the COSHH statements of paint cans found that spraying should take place in a well ventilated area and as the wall is in the open air no further action was required.

Officers have undertaken a fresh review and considered new advice from the Health and Safety Executive attached as Appendix 14.4. This advice is primarily concerned with isocyanate-based paints which usually comprise a two-part mixture. The advice is for a minimum cordon of five meters, preferable ten.

The paints most commonly used on the wall are pre-packaged cans and are not isocyanate-based. So, although the spray drift may be unpleasant for Park users, it is not thought to pose a health risk.

New signage was put on the wall to request that graffiti artists consider the effect of spraying on Park users and requesting that they paint the far side of the wall when the play area is busy. However this signage was sprayed over within a few days of being on the wall.

The closest item of play equipment to the wall is a sand pit dating back to the tenure of the Greater London Council in the 1960-70s. The sand pit itself has been declared low risk by independent safety inspectors see Appendix 14.5, but the hard concrete design is not ideal. Following an incident in 2014 Officers have been considering adapting the design within budget constraints.

The Health and Safety Executive advise that a minimum cordon of five meters, preferably ten is put in place. The sandpit is 8m from the nearest point of the Graffiti Wall however the pathway is within the 5m cordon.

The suggestions which have been put forward are as follows:

- Ask Graffiti artists to come back at another time
- Ask Graffiti artists to use the far side of the wall
- Monitor the use of the wall at all times
- Erect signage asking Graffiti artists to use the far side of the wall when the sandpit is busy
- Move the sandpit or the Graffiti Wall or both

Asking Graffiti artists to come back at another time is not a viable option having reviewed

graffiti artist blogs some referring to the Alexandra Park wall it is clear that artists travel at times which are convenient to them. It also seems from anecdotal evidence that a number of them travel from outside of the borough and therefore are unlikely to go away to come back at a later time.

Our security team have asked without success artists to use the far side of the wall, we acknowledge that members of the CC have had discussions with artists who have stated they have not been spoken to, however we refute this. There is no resource to allocate a security guard to the graffiti wall during hours when the sandpit may be in use.

As discussed earlier in this report the signage was sprayed over and now can't be seen, so that has not had the desired effect.

Therefore the recommendation for approval is that the sandpit is closed and parents and children are asked to use the sandpit on the higher ground within the play area which is significantly further away from the Graffiti Wall. In consultation with the Graffiti Artists the wall (subject to planning consent and other required approvals) is moved to a new location which provides the required distance between non-users of the wall and artists. We have had some initial cost estimates submitted with the removal of the wall estimated at between £7,000 to £10,000 and building of a new wall between £25,000 to £30,000.

6. Legal Implications

- 6.1. The Council's Assistant Director of Corporate Governance has been consulted in the preparation of this report, and has no comments save to say that whatever location is decided upon to either move the graffiti wall or to relocate users of the sandpit, care must be taken to ensure that the advice received from the Health and Safety Executive is adhered to.

7. Financial Implications

The LBH Chief Financial Officer has been consulted in the preparation of this report, and notes that the additional cost of moving the graffiti wall and building a new wall needs to be considered in the context of the Health and Safety advice that has been provided and the impact on the parks budget from adopting this approach.

8. Use of Appendices

- 8.1. Appendix 1: 'Towards a new Vision'

Alexandra Park

Towards a new vision



Alexandra Park: Towards a new vision

Foreword

Alexandra Park is a 196 acre landscape that was designed in 1863 by Alexander McKenzie. The Park is well maintained and enjoying its eighth year with a prestigious Green Flag Award. It's currently estimated that over three million people visit the Park each year (excluding event visitors, ice rink users and visitors in cars).

This regional park has an exciting history often linked to success of its owners which varied over the years from private companies and urban district councils, to the Greater London Council and London Borough of Haringey. Alexandra Park is comparable to some well-known parks in London including Mile End Park, Battersea Park and Crystal Palace Park. It could one day be as prestigious as a Corporation of London or Royal Park with the right investment. Alexandra Park is also inexorably linked to the fortunes of the Palace itself.

As the largest open space in Haringey, the Park provides huge opportunities and benefits for health, wellbeing and ecosystem services to the borough and beyond.

Over £3 million was invested by the Heritage Lottery Fund (HLF) and Haringey Council in a Landscape Development Project between 2002 and 2007. The Landscape Development project was shaped by a historical review and gives us the Park we see today. Its overall theme was "to reinforce the original 1863 layout through repair, removal of unwanted accretions and changes in management practice".

Sadly, current budgetary constraints only allow basic maintenance of the site with a few, small *ad hoc* projects as funding becomes available. The existing Park Management Plan contains a *strategy* section but only focuses on a high level overview for managing and developing each compartment.

The need for a detailed review of the Park in order to produce a new *Vision Statement* and *Master Plan* is clear. It's worth setting our aspirations high to match the success of the Events Business and the Regeneration Programme to complete a triangle of success! This project will put the Park in contention for a future funding bids including an application to the Heritage Lottery Fund, who have over £30 million available over the next two years.

The following paper sets out two aims and a number of objectives to move the Park forward over the next ten years.

Mark Evison
Park Manager
Alexandra Park and Palace Charitable Trust

Aims of the Park Vision

I have set two simple aims for the Park Vision process; these capture the essence of the requirements to drive the Park forward.

1. To adopt a clear *vision statement* for the Park following the initial consultation undertaken in 2014-15
2. To review the Park as a whole and to identify opportunities for future funding, changes in management and suitable developments.

Objectives of the Park Vision

To achieve the aims, five objectives have been identified:

1. Draft a new *Vision Statement* for consideration by stakeholders to be approved by the APP Board
2. Undertake a review of nine key aspects of the Park:
 - 2.1. Area Management Strategies
 - 2.2. Ecology and Natural Habitats
 - 2.3. Trees and Woodlands
 - 2.4. Design and Style (Park furniture)
 - 2.5. Physical Assets
 - 2.6. Visitor Numbers and Park Usage
 - 2.7. Paths, Roads, Traffic and Parking Layouts
 - 2.8. Tenants and the public 'facilities'
 - 2.9. Outdoor events and fundraising opportunities
3. Review other linked strategies at Local, Regional and National levels
4. Use objectives 1-3 to draw up a new Master Plan for the Park
5. Prioritise the projects identified (quick wins, funding options, 'oven-ready' projects for the future)

1. Introduction

I started this process in 2014 by engaging the members of the Friends of Alexandra Park at their AGM to understand their feelings for the future of the Park. I then commissioned *Exterior Architecture* to produce a discussion document (Appendix A) which incorporated this feedback, my ideas and many of the ideas submitted by staff, Park users and others over the last few years.

There is more information on the how the discussion document was received in the Consultation section of this report and Appendix B. I will consider the feedback from these sessions to form the draft *vision statement*.

The feedback also helped me to confirm the nine areas required for detailed review. Where these reviews are undertaken by consultants the feedback will form part of their briefing. The rationale behind the nine areas is detailed in Appendix C

Concurrently, relevant local, regional and national strategies will be reviewed. These will include Haringey's Health and Wellbeing Strategy, Open Spaces Strategy and Biodiversity Strategy along with relevant London and National Biodiversity Action Plans (BAPs) and Planning Policies.

The outcomes of these reviews will be used to create a new Master Plan for a ten year period. I propose that the projects identified will be prioritised with the following in mind:

- To look for opportunities for quick-wins
- To identify projects that have accessible grant funding
- To create 'over-ready' projects by undertaking preliminary designs and costing to enable quick responses to future opportunities

2. Regeneration and other factors

The construction phase of the Regeneration of the East Wing of the Palace is about to begin. This exciting time is an ideal moment to use the groundswell of support and interest for the Palace to consider the strategic future of the whole Park.

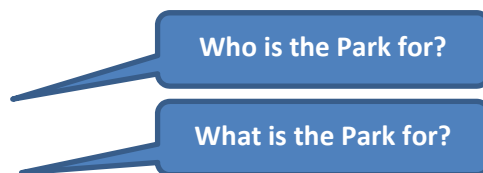
The Events business, the existing road, the Park tenants and our neighbours also influence the management of the Park, these aspects must all be carefully considered as part of the this project.

3. Consultation Exercise

To help set the parameters for the exercise, a number of user groups and other stakeholders were consulted during 2015:

- Friends of the Park Committee
- Friends of the Park membership
- Alexandra Palace Staff
- Grounds Maintenance Staff
- Advisory and Consultative Committee members
- In addition The Park Manager spoke to the AGM of the Warner Estate Resident’s Association, the Ally Pally (Facebook) dog group and provided a brief for the Palace View Resident’s Association AGM

The consultees were first asked a couple of introductory questions:



The responses can be summarised with two lines:



Other responses to the questions can be grouped as follows:

Strolling	Natural environment
Children Mixed Users	London and Wider
Quiet and peace	Wood Green
Freedom from restriction and access	It’s London’s Park
Formal and Informal space	Memories
Space for picnics	View of London skyline

The groups were then presented with the discussion document and were asked to identify which areas they supported and which ideas were missing from the document.

Feedback from Consultations

The most in-depth consultation took place with the Friends of the Park committee, a group of highly motivated volunteers who manage a programme of successful events and co-ordinate opening of the Park Information Centre every week of the year.

The discussion was very positive and this list of responses demonstrates the level of support for the ideas raised:

- improving the play area by the lake and play options elsewhere
- review of the Grove car park entrance
- activity zone in the north east corner
- formal review of the Rose Garden planting and design
- Bedford Road and 'Paddock junction' reviews
- drainage review and resurfacing of the lower road
- formal review of the South slopes to incorporate trees, views, formal beds
- formal landscape review of the Grove

The group also identified that there were a number of "missing" landscape items which should be considered as the project develops:

- Review soft vs hard paths & connectivity and consider new paths at Newland field/Race Course and across Redston field & race course
- **Toilet provision especially in the Grove**
- Increase interest and variety of tree and shrub planting
- Survey and create a habitat map and landscape review
- Consider naming of the roads/paths, possibly with sponsorship

The result of consultations with all of the other groups is that all the items in the discussion document were generally supported. The most notable exception was a comment from the Grounds Maintenance Team that the Rose Garden is currently looking attractive so improvements should be concentrated in other areas of greater need such as damaged pathways. Participants identified many individual ideas during the discussions which have been grouped under six themes

- **Paths, Roads Traffic and Parking**
- **Play Area**
- **Wildlife and Natural Landscape**
- **Infrastructure Projects**
- **Funding and Commercial**
- **Security and Safety**

There were also a number of direct suggestions for activities and events in the Park. More details of the responses are set out in the table in Appendix B. These ideas will be all considered in the review of the nine key aspects of the Park.

Park Manager's ideas

I have been in post for over eight years. During this time the Lottery Funded Project has been completed, the Grounds Maintenance Contract re-tendered, the Green Flag, and Green Heritage Awards have been achieved and retained. As a judge in the Green Flag Award scheme and Chair of the *London Parks Benchmarking Group* I have visited many other sites in London and beyond and frequently meet fellow Parks Professionals. I have undertaken this exercise using my experience together with valuable feedback from Park users, and neighbours, the Friends of the Park and the Vision Consultations.

Responses to park questionnaires

The Friends of the Park and local school children have undertaken Park Visitor questionnaires over the last year. When asked why they visit the Park, respondents gave broadly similar answers to those given above:



I was also pleased to note that almost all respondents said they felt safe in the Park and almost 100% felt the current quality of the Park was **good** or **excellent**.

Tenant Review

The Grounds Maintenance Team, AP Staff and Friends of the Park committee each undertook a SWOT (Strength Weakness Opportunity Threat) exercise for the Park tenants. Each tenant's operation had a number of strengths and weaknesses, but there were no strong arguments for or against any in particular.

The financial arrangements of the tenants was not considered at this time.

4. Action Plan

In order to achieve the aims and objectives, I have drawn up an Action Plan to show individual actions with responsibilities, estimated costs and timescales:

	Action	Cost	Date
1.	Draft a new <i>Vision Statement</i> for consideration by stakeholders to be approved by the APP Board		
1.1	Draft statement for internal approval	Time	November 2015
1.2	Statement presented to Advisory and Consultative Committees	Time	February 2016
1.3	Statement approved by APP Board	Time	February 2016

2.	Undertake a review of nine key aspects of the Park		
2.1	Area Management Strategies	Time	December 2015
2.2	Ecology and Natural Habitats	£2,200	December 2015
2.3	Trees and Woodlands	£2,500?	December 2015
2.4	Design and Style (Park furniture)	£2,500?	February 2016
2.5	Physical Assets	£2,500?	February 2016
2.6	Visitor Numbers and Park Usage	Time	April 2016
2.7	Paths, Roads, Traffic and Parking Layouts	Time/£?	April 2016
2.8	Tenants and the public 'facilities'	Time	April 2016
2.9	Outdoor events and fundraising opportunities	Time	April 2016

3.	Review other linked strategies at Local, Regional and National levels		
3.1	Identify relevant strategies and policies	Time	December 2015
3.2	Review relevant strategies and policies	Time	February 2016

4.	Use objectives 1-3 to create a new Master Plan for the Park		
4.1	Create a prioritised action plan	Time	April 2016
4.2	Engage landscape architects to draft a suitable Master Plan Drawing(s)	£5,000?	May 2016

5.	Prioritise the projects identified & create new Vision Action Plan	Time	July 2016
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5. Costings & Funding

Of course budgets are limited, estimated costs for the elements of this exercise are listed in the table above. Much of the work can be undertaken directly by the Park Manager.

Defining and designing priority projects will also move the Trust onto the front-foot when it comes to grant funding opportunities. The Fundraising Manager is already providing advice and we'll be in a strong position to take full advantage of opportunities once the new Action Plan is in place.

Direct income from Park Events beyond damage repair is needed to prevent erosion of the quality of the site by wear and tear and 'invisible damage' (such as ground compaction reducing tree health).

The current revenue budget is limited and has decreased over the past ten years. The new Grounds Maintenance Contract commencing 2016 will include some efficiency savings but the capital development spending is very limited for a Park of this stature.

Investigation into ways to increase income from leases, licences and outdoor events is essential and the Park Manager and the Events team continually discuss opportunities.

6. Conclusion

Alexandra Park is well used, well-loved and deserves to be maintained and developed to high standards. The aims and objectives identified break down the huge task of managing the site into manageable pieces.

I believe that having a fresh look at the Park with a holistic view will reduce the need for fire-fighting and set the Park on a stronger footing for a successful future.

It will also help keep the Green Flag Flying!



Much of the work can be carried out within existing budgets and staff resources, the exercise will also help increase opportunities to obtain grant funding in future and to maximise the income from the Park.

7. List of Appendices

Appendix A: Exterior Architecture's discussion document

Appendix B: Feedback from Consultations

Appendix C: Rationale for nine areas to be reviewed

Appendix D: Links to Other Strategies



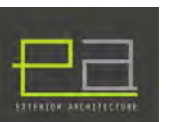
Exterior Architecture Ltd.

Alexandra Palace

Landscape Vision

27/11/2014

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01-02	Vision Masterplan
03	Enhanced Play
04	Activity Zone
05	Rose Garden
06	Junction One
07	Junction Two
08	Central Route
09	The Grove
10	Formal Planting



- 1 ENHANCED PLAY**
 - Key Destination
 - Out of Date
 - Bleak
- 2 ACTIVITY ZONE**
 - Ideal location
 - Mixed use potential
 - Increase usage
- 3 ROSE GARDEN**
 - Tidy up e.g. Benches, Hedges, and Fountain
 - Key Feature
 - Potential for open views of London
- 4 JUNCTION ONE**
 - Difficult Junction
 - 'Main' Entrance
 - In need of pedestrian friendly connection
- 5 CENTRAL ROUTE**
 - Central Path
 - Views of the palace
 - Collection of rainwater
- 6 JUNCTION TWO**
 - Uneven ground
 - Not wheelchair/pushchair friendly
 - Woodland Management
- 7 FORMAL PLANTING**
 - Framing the building
 - Key path
 - Entrance space
- 8 THE GROVE**
 - Key avenue
 - Orchard opportunity
 - Entrance space

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8 THE GROVE



- Key avenue
- Orchard opportunity
- Entrance space

1 ENHANCED PLAY



- Key Destination
- Out of Date
- Bleak

2 ACTIVITY ZONE



- Ideal location
- Mixed use potential
- Increase usage

3 ROSE GARDEN



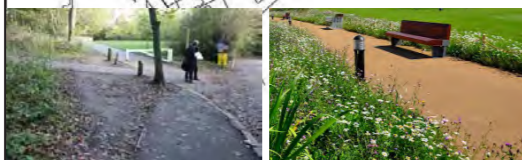
- Tidy up e.g. Benches, Hedges, and Fountain
- Key Feature
- Potential for open views of London

7 FORMAL PLANTING



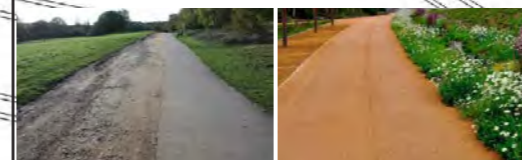
- Framing the building
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- Entrance space

6 JUNCTION TWO



- Uneven ground
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- Woodland Management

5 CENTRAL ROUTE



- Central Path
- Views of the palace
- Collection of rainwater

4 JUNCTION ONE



- Difficult Junction
- 'Main' Entrance
- In need of pedestrian friendly connection



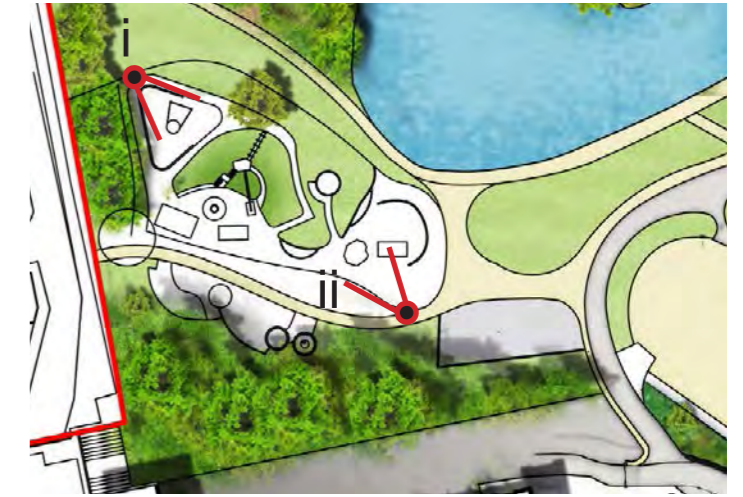
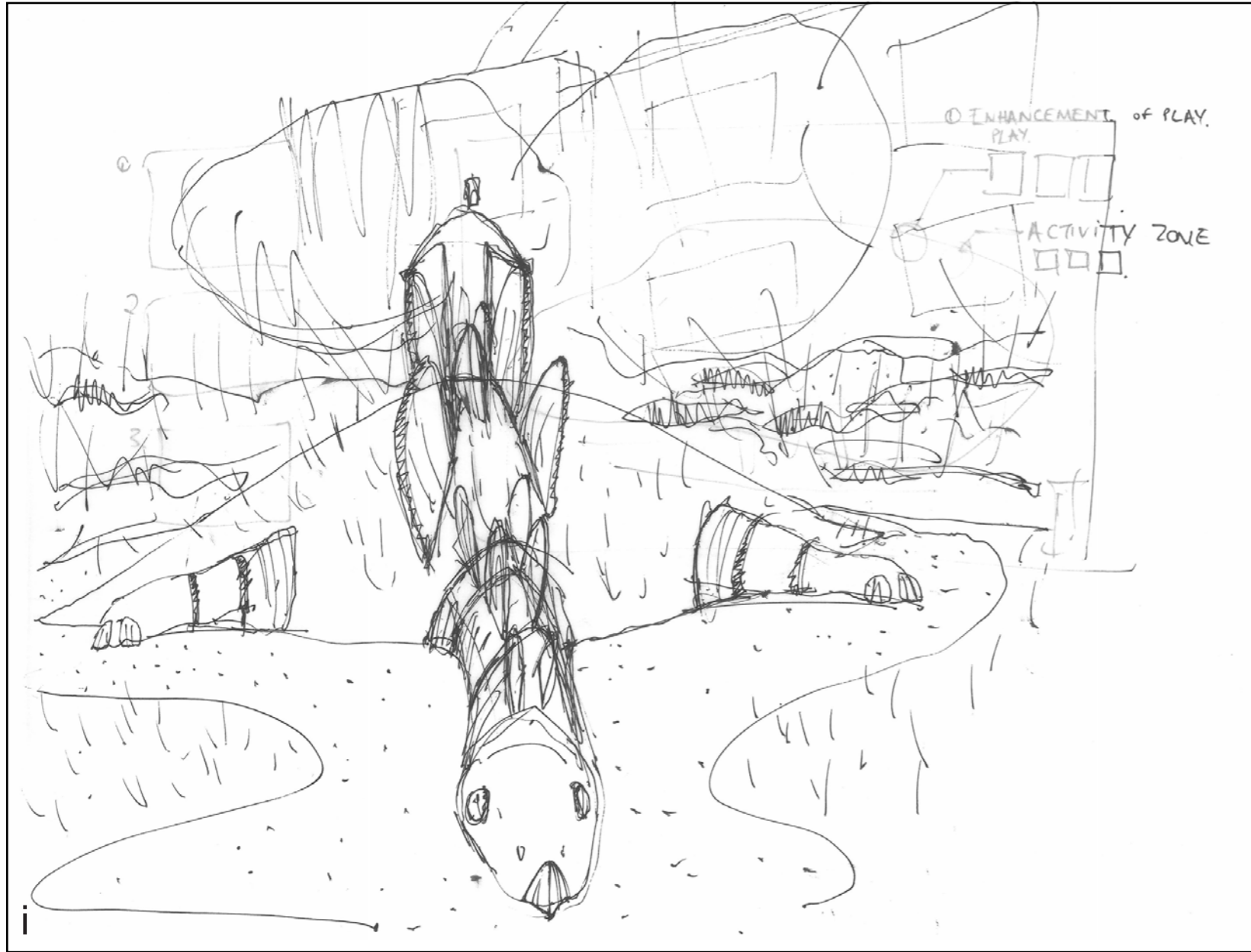
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1 ENHANCED PLAY



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2 ACTIVITY ZONE



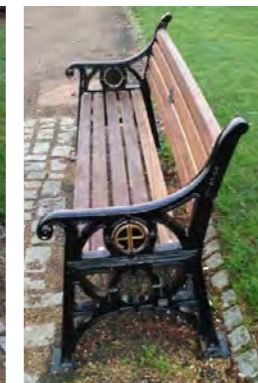
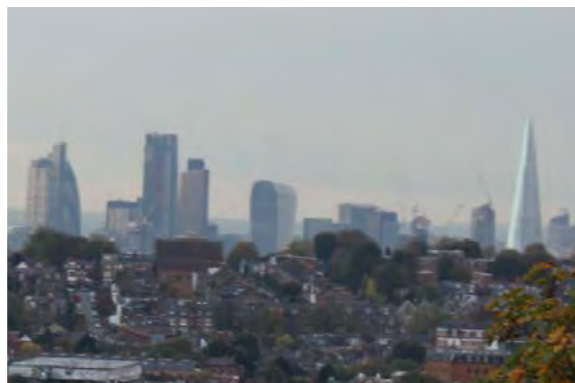
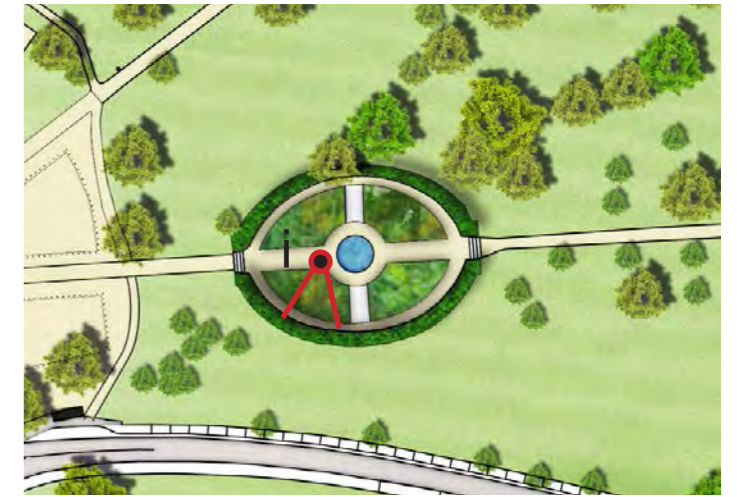
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3 ROSE GARDEN



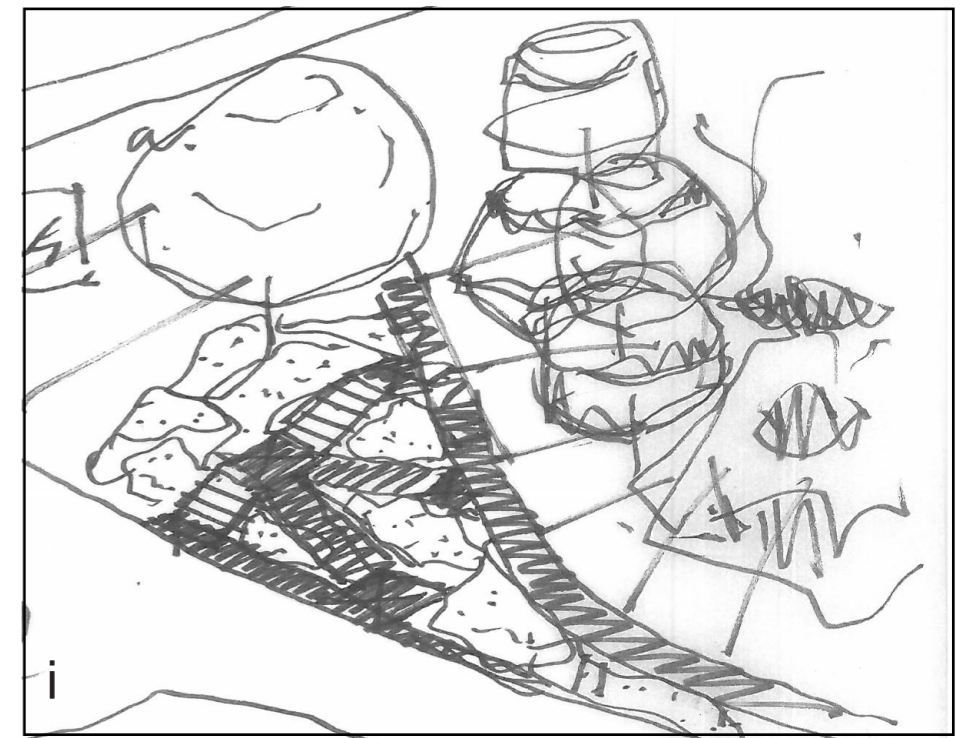
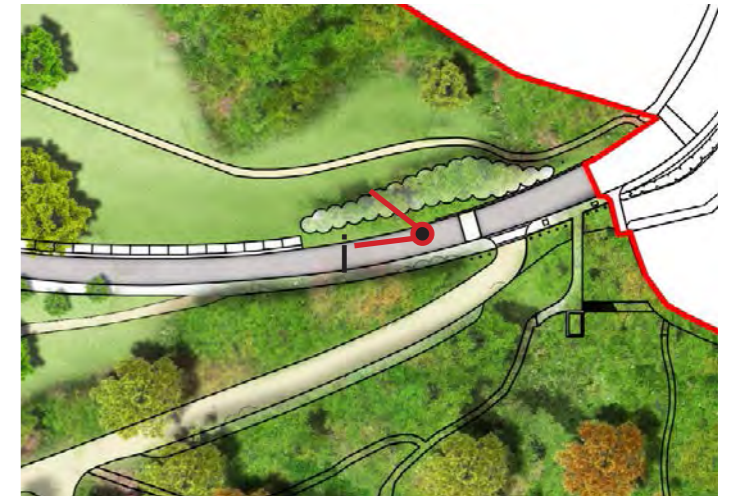
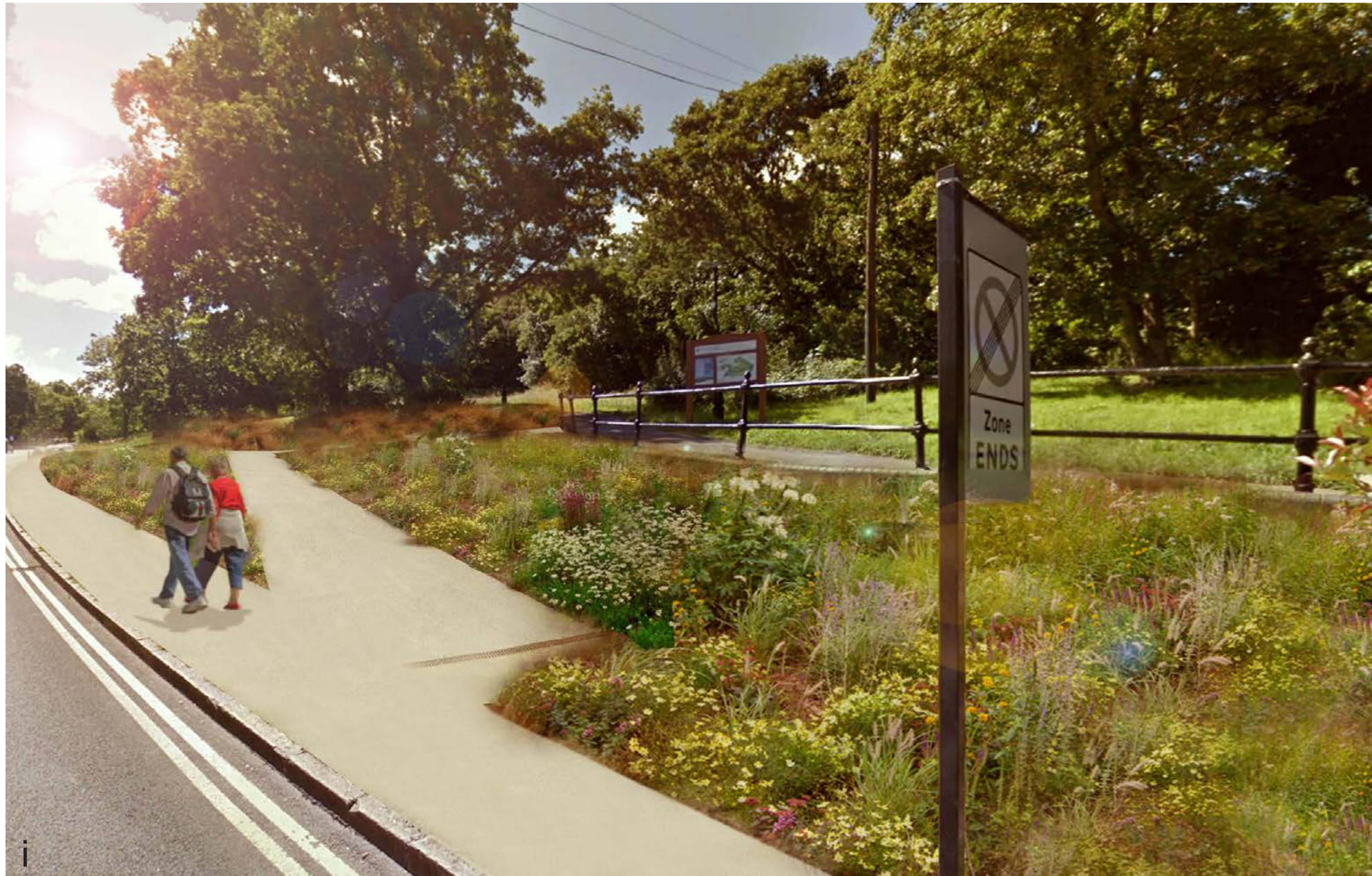
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4 JUNCTION ONE



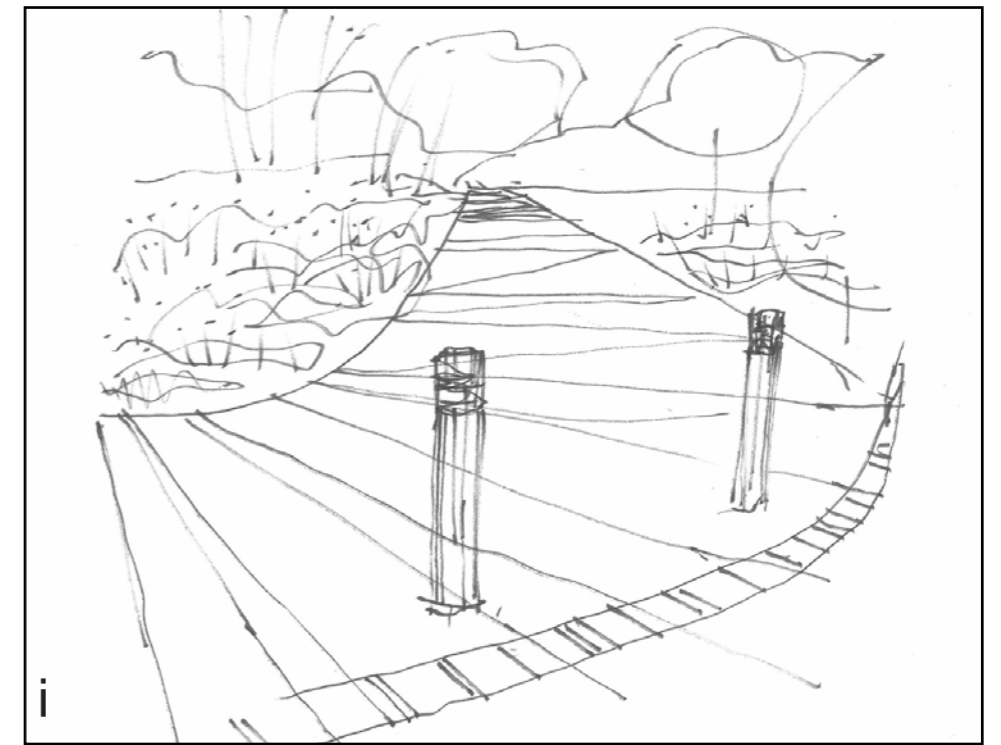
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5 JUNCTION TWO



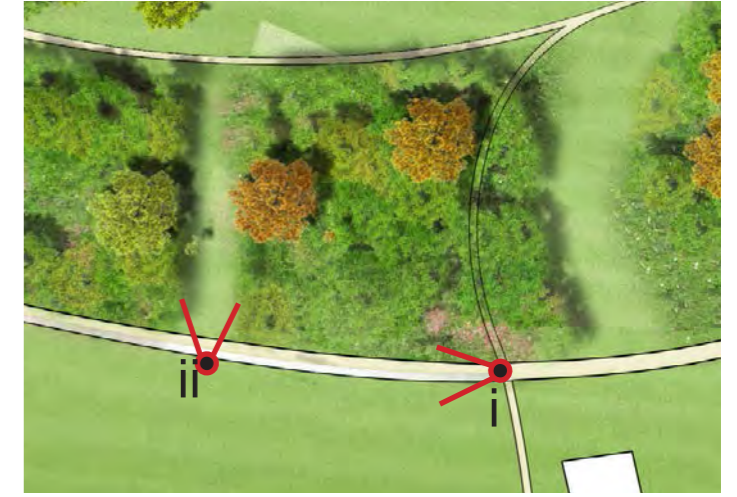
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6 CENTRAL ROUTE

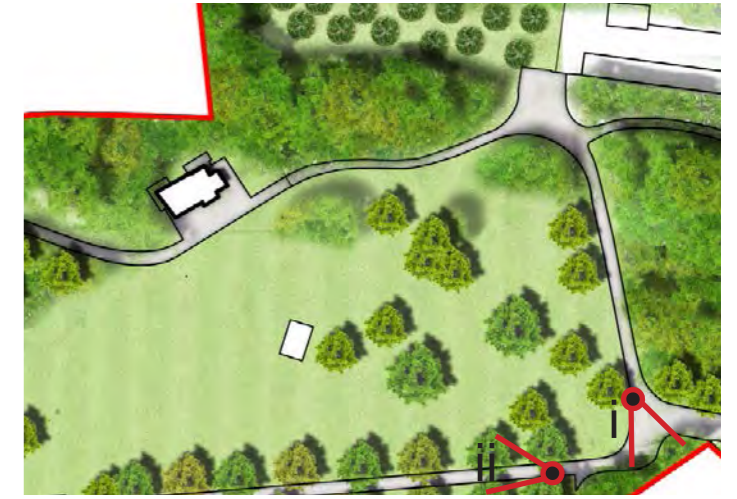


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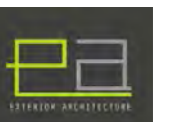




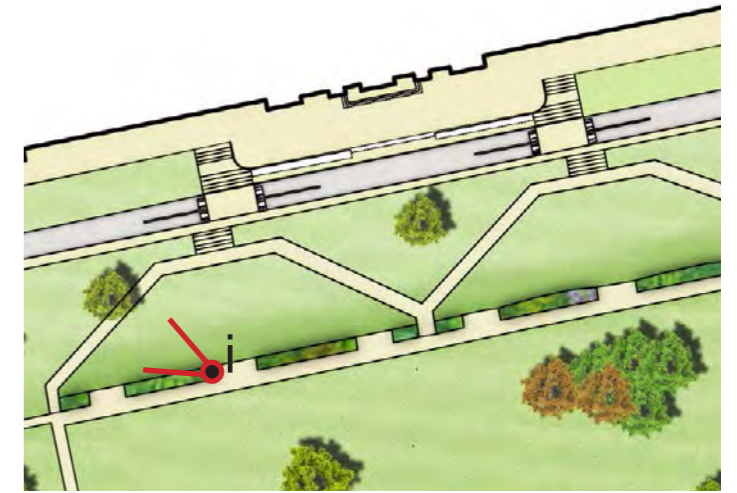
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8 FORMAL PLANTING



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Appendix B: Summary of Feedback from consultations

<p>Infrastructure Projects</p> <p>Family friendly cycle trail & hire Off-road cycling course Remove old race course posts Toilets in Grove, Toilets Lower road drainage Drainage & ditches & black holes Focus on broken paths not rose garden floodlights on fairground car park Power and water (for events) Drinking Fountain Townscape Boards (to interpret the view from the Terrace) Flags on entry (totems) Signage (within and without the Park) Fitness Trail (wooden) Free climbing wall Install stone seal Entrance review Deal with muddy areas Bridge to Muswell Hill Preserve general layout improve quality increase footfall, improve relationship with Palace building</p>	<p>Paths, Roads, Traffic and Parking</p> <p>Paddock more spaces, traffic flow lighting Roundabout at paddock Pavement on roads at paddock Speeding cyclists on lower road – segregation AP way crossing point Car park and road traffic Zebra crossing at palm court Pavilion parking – bays/lines HLF travel plan Divert traffic 10am-1pm Better link to Palm Court entrance for events Accessible parking bays in Grove cp AP way parking bays (new path) hindrance to event egress</p>
<p>Play Area</p> <p>Phased improvement (HIGH) tube thru' hill Barefoot walk Other play equipment elsewhere</p>	<p>Wildlife and Natural Landscape</p> <p>Tree Management to remove barriers and weak trees Improve views (south front trees) Natural planting Ruts on grass install posts on corners Bee line Enfield to Croydon Improve tree belts North Yard and West slip Garden Centre wild area is a mess Paddock woodland Forestry Commission Box hedging around south front bedding Improve variety of planting (10 year plan) Manage arboreta Remove weed shrubs Improve the lake for fishing</p>
<p>Funding & Commercial</p> <p>Don't commercialise the Grove Deckchairs Street names of paths (sponsorship) Improve website Publicity Park vs Palace Improve cross-over between garden centre café and B&K pub Wayfinding Events= Park improvements What is proportion of Palace: Park event income</p>	<p>Security & Safety</p> <p>Scooter/ motor cycle problems Close the Park over night RAG & out of bounds areas (for events) Re-open the Lido Wheel chair users</p>

Ideas and Feedback for activities and events (no particular order)

Terrible funfair

Team challenges events

Partnership with RSPB/LWT, LWT stand

Bungee jumping

Classic Car run

Le Grand Depart

AP Own events (half marathon)

Health leaflets – tracks and routes schools

Baseball Softball Pitch, volleyball

Football pitches

Vintage car boot sale (Paddock)

Xmas market & open air ice rink

Pop-up wedding venue

Artist in residence (elephant trail) sculptures

Bandstand programme

Free resources

Appendix C: Rationale for nine areas to be reviewed

Area Management Strategies

The current Area Management Strategies set out in the Park Management Plan were compiled around 2005 and have been updated for each Green Flag Award application since. They should now be reviewed to take into account feedback from the consultation exercise, new discoveries in the history and heritage of the Park and changes to public usage and facilities in each area. This review should also incorporate the recommendations from the reviews of the other eight key aspects, and the Phase 1 Habitat Survey in particular.

Ecology and Natural Habitats

There are many wildlife records for the Park collected over the years and the 2010 Bioblitz identified over 600 species in the Park in one day. The Park is certainly teeming with wildlife and a more holistic approach is needed to update management and maintenance strategies. A Phase 1 survey would provide a new baseline and will guide future maintenance and management.

Trees and Woodlands

The tree safety inspections have over the past few years reduced the number of hazardous trees on site. This work has taken priority over tree works for other reasons such as habitat management, aesthetic and heritage reasons. A full tree and woodland review will result in well management woodlands, interesting and magnificent specimen and veteran trees and well-framed vistas. This is especially important with the rise of new threats to our trees including Massaria disease of Planes and Oak Processionary Moth

Design and Style (Park furniture)

A very basic Park Furniture Design Guide was drawn up following the Landscape Development Project in 2008. The Park furniture still lacks continuity and cohesion of design. A new set of parameters for Park furniture, combined with a detailed asset survey will help deliver a more consistent and better quality infrastructure. Consideration will be given to event operations to help maximise flexibility of the Park for future use.

Physical Assets

There is no detailed asset register for the Park, so we currently have very little idea of the number or value of the assets and no detailed information on their quality, lifespan or replacement cost. Gathering this information would help formulate a future maintenance plan and assist with budget setting. It would contribute greatly to understanding the value of the Park.

This is illustrated by the example of an 11.7 hectare park in an Inner London Borough. This park was registered on that Council's asset list at a value of £1. Once the assets including soft and hard landscape, play equipment, trees, buildings and top soil were actually considered and valued, the figure was a much more realistic £50,000,000.

Visitor Numbers and Park Usage

The value of Parks can be measured as the sum of the assets as described above, but this figure has more context when considered against the number of people who visit those parks. Current estimates put the number of Park visitors coming on foot at around

3 million per annum. Many more come by car or bus and many, many more come to visit the Palace for events.

As well as establishing more accurate numbers, this is also an opportunity to understand how the Park is used and to engage with users. Whilst the Park is happily used by most of our 3 million visitors per year there are a number of key concerns:

- Unfettered use of East Car Park and the Parking Bays on Alexandra Palace Way. This free-use attracts groups of youths in cars who bring in takeaway food, drugs and alcohol. They use the Park as a rubbish tip, smash bottles and have sex.
- Dumping by neighbours. Refuse and green waste is dumped in the Park by many of our neighbours.
- Graffiti, littering, fires, anti-social behaviour and low-level disrespect. Common issues for all Parks, well worth considering to help design out crime and increase usage

Paths, Roads, Traffic and Parking Layouts

The Paths and Roads are obviously very important for flow of Park Users (and customers) a number of 'missing' paths have been identified over the years by users, efficient traffic flow into, out of and around car parks is essential at peak times and efficient parking layouts are also keys to ensuring a good experience for customers.

Car Park Charging must also be mentioned as an potential management tool and revenue scheme.

Tenants and the public 'facilities'

The Park tenants offer public facilities ancillary to a good Park. They provide catering, sports activities and other community use. Their offer and use of the buildings and space in the Park should be considered together with other facilities such as toilets and the wider mix of activity across the site.

Undertaking this review as part of the wider scheme will allow a holistic approach, rather than the current reactive approach.

Outdoor events and fundraising opportunities

2015 has been a very successful year, with many outdoor events. The Park (including the Terrace) has hosted 20 event days (plus 50 drive-in cinema screenings) for 90,000 visitors and this has provided a very healthy profit for the Trading Company.

These 'medium and large' events are just part of the variety of activities that take place in the Park, there are plenty of other paid & free activities for, local or much wider audiences and families. Cross country running events are 'private' and bring a different audience to site than the Conservation Volunteer events.

The wide range of activities helps to bring new visitors to the Park and Palace and we hope that they become regular customers! The draft Outdoor Events Strategy (2012) will be revisited during this exercise.

Fundraising activity is not limited to events, other things to consider are sponsorship (public and commercial), grant funding and other private investments.

Appendix D: Links to Other Strategies

The following relevant strategies have been identified so far for follow up:

Haringey Health and Wellbeing Strategy (2015)

The Haringey Health and Wellbeing Board (HWB) have adopted a strategy with nine ambitions for the future health and wellbeing of Haringey residents. A high quality Park can contribute to most of these ambitions. The HWB should be consulted on the potential for a partnership to assist in fulfilling their ambitions.

Haringey Open Space Strategy (2006)

Cllr Hillman's foreword describes the borough's desire for communities to be proud of their local Parks and I feel with the Green Flag Award, Green Heritage Award and London in Bloom accreditation that residents and visitors can be proud of Alexandra Park.

Haringey's Open Space Strategy has eight objectives and Alexandra Park can certainly help contribute to most of them.

Haringey's Biodiversity Action Plan (2010)

In developing the Biodiversity Action Plan (BAP), Haringey Council is seeking to protect and enhance biodiversity value across the borough for the benefit of all those that live and work within it, and in doing so support regional, national and global efforts to halt the decline in biodiversity. The plan recognises that to achieve this aim a wide range of partners from across the whole community will need to be involved in delivering actions and that integrating biodiversity into wider everyday thinking is necessary.

The aims and actions from this plan (and from priority habitat and species plans) will be reviewed and considered for Alexandra Park.

Haringey's Planning Policies

The relevant policies relating to open space and the Alexandra Park and Palace Conservation Area will be reviewed.

Alexandra Park and Palace Board

Report Title: **Learning and Community Report**

Report of: **Isobel Aptaker, Education Officer, Alexandra Palace Charitable Trust**

1. Purpose

1.1 To inform the Board of recent and upcoming Learning and Community activities

2. Recommendations

2.1 That the Board notes the contents of this report.

Report Authorised by: Louise Stewart, Chief Executive, Alexandra Park and Palace

Contact Officer: **Isobel Aptaker, Alexandra Palace & Park, Alexandra Palace Way,
Wood Green N22 7AY Tel No. 020 8365 4578**

3. Executive Summary

3.1 The Learning and Community team have delivered the War on the Home Front exhibition, Open House and a commemorative centenary Internee Concert recent months

3.2 Community activities such as an initiative with social enterprise Accumul8 and regular liaison with school groups is ongoing

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. WAR ON THE HOME FRONT EXHIBITION

The Palace's year-long centenary exhibition closed to the public on Friday 25th September 2015. Visitor numbers increased following the re-display and addition of new objects with final numbers exceeding 5,300 (over double originally estimated). Plans are now being made to ensure the legacy of the project and to return the loaned objects to their owners.

The Learning & Community team would like to take this opportunity to thank the Exhibition Volunteers for their hard work and dedication over the past 12 months.

7. INTERNEE CONCERT

With funding from the Mayor's Music Fund, Alexandra Palace worked in partnership with the Haringey Music Service (supported by the BBC Concert Orchestra) to deliver two concerts marking 100 years since the formation of the Internee Orchestra at the Palace. Both concerts (matinee and evening) were well attended, with audiences of over 350 which included general public, relatives of those interned and friends and family of the orchestra. The programme included music written and performed at the Palace: including the Alexandra Palace Ragtime by Anton Wuest;- the junior choir from Rhodes Avenue School; and a talk from Curator of Music at the British Library, Dr Rupert Ridgewell.

Feedback from attendees has been incredibly positive and was a fantastic opportunity to talk to local residents about the upcoming restoration plans. All money raised from the collection buckets, hire of the blankets and brochure sales has been will be donated to the East Wing restoration project.

8. ACCUMUL8

The final project of the centenary year will be working with Accumul8, a social enterprise to build the employment skills, confidence and sense of hope for long term residents at North London's YMCA. Young people will spend two days at the Palace finding out about the Palace's role 100 years ago, discussing different reasons for displacement and compare attitudes today and 100 years ago. Working with professors and students from Ravensbourne (specialist Digital Media and Design College) the young people will develop their photography and editing skills to create a 2016 Alexandra Palace fundraising calendar. The calendar is yet to go to print however once it is produced it will be sold at Palace events, Crouch End Christmas Festival and on Accumul8's website.

9. OPEN HOUSE – 19TH & 20TH SEPTEMBER

As part of the London wide festival of architecture Alexandra Palace opened its doors for tours of the eastern end of the building. Tours focused on the upcoming building work to the East Court, Victorian theatre and the BBC studios and were marketed as the final opportunity to see the spaces before restoration work commences. Online bookings went live on 14th August, within 6 hours all spaces on the tours were fully booked with numerous requests for people to be added to the waiting list. Over 200 people visited the palace over 2 days to find out about the how the East Wing will be transformed on completion of the restoration project.

10. SCHOOLS

Since July, 451 pupils have visited the Palace as part of the learning programme. Bookings are now being taken until the end of the Autumn term in December. Our new learning leaflet (November 2015 – 2016) is in the final stages of design. Once approved, it

will be sent to all schools in Haringey, Barnet and Enfield to raise awareness of using the Palace to enrich the national curriculum. The new leaflet includes 6 workshops, 5 self-led activities and 2 outreach programmes (delivered in schools) which examine the history of the Palace, its cultural heritage and explore the impact of the current restoration plans.

11. LOOKING AHEAD

Following the success of the War on the Home Front exhibition, additional volunteer roles are being developed, particular emphasis will be on creating roles for those who may work during the week and wish to volunteer in the evenings and at the weekends. Our popular History Tours will be affected by the start of the construction work on the BBC Studios and Victorian Theatre, so new routes are being looked into and discussed with colleagues.

Since the launch of our volunteer programme, our team of over 50 dedicated active volunteers have donated well over 4,500 hours of their time. As a thank-you, a regular programme of activities and events will be put together, including outings to other historical sites; socials, and additional training so that the team are confident in their roles as the public face of the Palace.

The Arts Award is a programme to inspire young people to grow their arts and leadership talents. Funding is available for new centres to pilot the Discover and Explore Awards (designed for 5 – 11 year olds) with young people interested in the arts. Having met with the Head of St Paul's and All Hallow School, discussions are ongoing about a joint application to pilot the award.

Alexandra Palace's learning programme for schools is continuing from strength to strength. As we strive to engage with all 62 borough primary schools, there is now a core of local schools who are regularly continually booking workshops. To complement our schools programme, the Palace are looking to launch "Ally Pally Pals", a family club designed to encourage repeat visits to the Palace's drop-in family activities, create a database of local families and update about the Palace's ongoing plans.

A programme of 4 themed, drop-in family activities has been planned for school holidays and/or events at the Palace. Free-drop in activities will run in November for fireworks, over the Christmas holidays, Easter and summer, linking with the history of the Palace.

To mark the upcoming BBC 80th anniversary of the world's first regular high definition television programme in November 2016, Alexandra Palace and Haringey Shed would like to secure funding to create an innovative piece of theatre celebrating the birth of the new technology and exploring its impact on modern life. The project will commission a group of young local actors, including those with disabilities, from Haringey to produce the piece of work which will be performed at the Palace in the first week of November 2016.

12. LEGAL IMPLICATIONS

12.1 The Council's Assistant Director of Corporate Governance has been consulted in the preparation of this report and has no comment.

13 FINANCIAL IMPLICATIONS

13.1 The Council's Chief Financial Officer has been consulted in the preparation of this report and has no additional comments to make.

14 APPENDICES

14.1 There are none.

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