

NOTICE OF MEETING

ALEXANDRA PALACE AND PARK BOARD

**Tuesday, 16th February, 2016, 7.30 pm - Alexandra Palace,
Alexandra Palace Way, Wood Green, London N22 7AY**

Members: Councillors Joanna Christophides (Chair), Tim Gallagher (Vice-Chair), Patrick Berryman, Bob Hare, Liz McShane and Anne Stennett

Non Voting Members: Colin Marr (Alexandra Park and Palace Conservation Area Advisory Committee), Nigel Willmott (Friends of the Alexandra Palace Theatre), Robert Kidby (Advisory), Gordon Hutchinson (Friends of Alexandra Park) and Councillor Stephen Mann (Advisory Committee, Observer)

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. **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 15 & 22 below)

4. 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.

5. QUESTIONS, DEPUTATIONS OR PETITIONS

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

6. MINUTES (PAGES 1 - 28)

- i. To confirm the unrestricted minutes of the Alexandra Palace and Park Board held on 17 November 2015 and 26 November 2015 as an accurate record of the proceedings.
- ii. To receive the minutes of the Alexandra Park and Palace Advisory Committee held on 20 October 2015, and to consider any recommendations from that Committee.
- iii. To receive and consider the minutes of the informal joint Alexandra Palace and Park Consultative Committee, and Alexandra Park and Palace Advisory Committee held on 20 October 2015.

7. PARK ACTIVITIES UPDATE (PAGES 29 - 32)

To update the Board on current matters relating to Alexandra Park.

8. COMMERCIAL DIRECTORS REPORT (PAGES 33 - 38)

To update on the Board on commercial activity in the 3rd quarter.

9. FIREWORKS EVENT FEEDBACK (PAGES 39 - 44)

To provide an update on the operations of the annual fireworks event.

10. UPDATE ON LEARNING AND COMMUNITY PROGRAMMES (PAGES 45 - 48)

To advise inform and update the Committees about Learning & Community Programmes.

11. PROVISION OF GAS AND ADDITIONAL SERVICES CONTRACT (PAGES 49 - 52)

To recommend the award of contract for the provision of Natural Gas and Additional Services at Alexandra Palace and Park.

12. REPORT OF THE CHIEF EXECUTIVE OFFICER (PAGES 53 - 58)

To advise / inform the Board on current matters relating to Alexandra Park and Palace.

13. ALEXANDRA PARK AND PALACE TRUST FINANCIAL RESULTS FOR PERIOD 30 NOVEMBER 2015 AND ANNUAL FORECAST (PAGES 59 - 66)

This paper sets out the results for Alexandra Park and Palace Charitable Trust for 8 months to 30/11/2015 and annual forecast.

14. EAST WING RESTORATION PROJECT REPORT (PAGES 67 - 90)

The report updates the Board on the progress on the East Wing Restoration Project and seeks approval of the draft Theatre and Collections policies appended to the report.

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

16. FUTURE MEETINGS

12 April 2016 – additional meeting

Dates for meetings in 2016-17 will be advised as soon as they are available.

17. EXCLUSION OF THE PUBLIC AND PRESS

Items 18, 19, 20, 21 & 22 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.

18. MINUTES (PAGES 91 - 100)

To confirm the exempt minutes of the Alexandra Palace and Park Board held on 17 November 2015 and 26 November 2015 as an accurate record of the proceedings

19. EXEMPT CHIEF EXECUTIVE OFFICERS REPORT (PAGES 101 - 130)

20. EXEMPT GROUNDWORK CONTRACT (PAGES 131 - 136)

21. EXEMPT APTL REPORT (PAGES 137 - 140)

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

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

Monday, 8 February 2016

MINUTES OF THE MEETING OF THE ALEXANDRA PALACE AND PARK BOARD HELD ON Tuesday, 17th November, 2015, 7.30 - 9.55 pm

PRESENT:

Councillors:

Joanna Christophides (Chair), Patrick Berryman, Tim Gallagher (Vice-Chair), Anne Stennett and Bob Hare

Non-voting members:

Gordon Hutchinson (Friends of Alexandra Park), Colin Marr (Alexandra Park and Palace Conservation Area), Nigel Willmott (Friends of Alexandra Palace Theatre), Cllr. Stephen Mann (Alexandra Park and Place Advisory Committee, observer)

Also Attending:

Isobel Aptaker (Education Officer, Alexandra Palace), Emma Dagnes (Managing Director, Alexandra Palace), Mark Evison (Alexandra Park Manager), Louise Stewart (Chief Executive, Alexandra Palace Charitable Trust), Neville Murton (LB Haringey, Lead Finance Officer) and Natalie Layton (LB Haringey Clerk).

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

An apology for absence was received from Councillor McShane.

37. ALEXANDRA PALACE AND PARK CONSULTATIVE COMMITTEE MEMBERSHIP

a. Alexandra Residents' Association (ARA)

NOTED the resignation of Caroline Hayter.

RESOLVED to approve the appointment of Mr Dermot Barnes as ARA representative.

b. Vitrine Ltd

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.

38. URGENT BUSINESS

The Chair agreed an item of urgent business to be considered under item 14 below.

39. DECLARATIONS OF INTERESTS

Councillor Hare declared a personal interest in that he was Chair of the Alexandra Palace Allotments Association, although this did not relate to any particular agenda item.

40. QUESTIONS, DEPUTATIONS OR PETITIONS

None.

41. MINUTES

a. Alexandra Palace and Park Board

The unrestricted minutes of the Alexandra Palace and Park Board held on 15 July 2015 were approved as an accurate record of the proceedings and signed by the Chair (pages 1-8 of the agenda pack).

b. Alexandra Park and Palace Advisory Committee

RECEIVED the draft minutes of the Alexandra Park and Palace Advisory Committee held on 20 October 2015 (pages 9-11 of the agenda pack).

NOTED

- i. that Councillor Stephen Mann had been appointed by the Advisory Committee as non-voting Alexandra Palace and Park Board observer;
- ii. the recommendations of the Advisory Committee on page 11 of the agenda pack.

c. Joint Alexandra Palace and Park Consultative Committee, and Alexandra Park and Palace Advisory Committee (Joint SAC/CC)

NOTED 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 (pages 13-23 of the agenda pack).

The following amendments were proposed and would be agreed at the next Joint SAC/CC meeting:

i. Non-Voting Board Members Feedback (Minute No. 41)

Wording relating to the LB Haringey debt to be clarified.

ACTION: CLERK & LBH LEAD FINANCE OFFICER

ii. Restoration of Houses of Parliament

To amend the wording "...the Palace should consider Alexandra Palace and Park as a possible site for the decanting of parliament..."

ACTION: CLERK

42. REPORT OF THE CHIEF EXECUTIVE

RECEIVED the report of the Chief Executive - Alexandra Palace Charitable Trust, Louise Stewart, as laid out on pages 25-30 of the agenda pack.

a. Strategic Vision and Priority Areas (section 6.1 and 6.2)

Louise Stewart acknowledged the hard work of Palace and Park staff and drew attention to the three priority areas going forward:

- strategic vision
- shaping the organisation for the future, and
- organisational development.

NOTED, in response to concerns and questions raised, that

- i. previous consultations were acknowledged as having guided the work on the strategic vision to this point and would assist the move forward to establish a long-lasting vision. An appropriate and sensitive method of engagement would be designed and presented to the Board;
- ii. staff had been consulted and supported the development of a long-term strategic vision;
- iii. plans for the wider Palace were necessary; potential funders needed assurance that the East Wing would not be the only focus of the Palace;
- iv. the expertise at the Palace and Park, the Council and the Board was recognised but it would still be necessary to bring in external consultants to support areas of expertise;
- v. Alexandra Park and Palace Charitable Trust (APPCT) would set the context of the vision with advice from the Alexandra Palace Trading Company (APTL, the "Trading Company"), who would deliver the vision;

RESOLVED to note the contents of the report and invited the CE to provide further plans and timetable the 3 priority areas.

ACTION: CHIEF EXECUTIVE

b. Fireworks Event (Section 7)

RECEIVED a verbal update on the Fireworks Event including that it had been attended by 46,000 people, including 6,000 at the bier festival. All emergency parties had been satisfied with the operation. Emma Dagnes thanked the events team for delivering the highly successful event.

NOTED, in response to questions, that

- i. Board members expressed that the event had been very well managed although there were concerns raised about the damage caused to the Park during the event and the need to ensure rapid repair to minimise the damage;
- ii. long term solutions such as installing track-way paths were being investigated to reduce ground damage. It was recognised that this year was the wettest fireworks event in terms of rainfall and it had been a learning experience for the operational team about how to phase the build in future;
- iii. Redston Road had been the only point in the Park with no access during the event. Emma Dagnes explained that the nearest gate to Redston Road was one of the lesser used areas of the Park, and during the event signs directed people to the nearest entrance. It was necessary to consider the costs of providing an additional entrance for the event; the Board was reminded that the purpose of the fireworks event was to raise money for the Charity. Additionally, the community had not given any negative feedback on this issue.

The issue had been raised at the last meeting of the Joint Advisory and Consultative Committee (Joint SAC/CC) on 20 October 2015 (Minute No. 40iii, bullet points 1 & 2), and would be responded to at the next Joint SAC/CC meeting. The Committees would be able to view a map and statistical information on the use of the gates as well as the minutes from the Safety Advisory Committee on this very point.

ACTION: MANAGING DIRECTOR

RESOLVED to note the COMMERCIAL update within the report.

- c. Bedford Road (Section 7.IV)

REPORTED that Emma Dagnes had met with residents of Bedford Road to discuss concerns regarding the increase in events and had agreed a strategy for moving forward including monitoring and witnessing activities, working with Haringey to link CCTV around the Park. Residents had been assured that staff employed to mitigate challenges with egress were Chapter H and SIA trained staff.

- d. Crossrail (Section 8)

REPORTED that the Park and Palace would be responding to the consultation which closed before the next meeting, therefore the Board would be consulted by email on the draft response.

NOTED, in response to questions, that

- i. the Trust's response would clearly support one of the options for the Crossrail station (Wood Green or Alexandra Palace);

- ii. there were advantages and disadvantages to both options and consideration would be given to the effect each option would have on the egress of events from the Park and Palace;
- iii. the Trust would work closely with the relevant regeneration teams to be involved as much as possible in the event of either decision. Trustees were invited to feed their comments to Louise Stewart before the Park and Palace response was drafted;

ACTION: TRUSTEES

- iv. in response to concerns about access to the Park during construction, Louise Stewart reported that there would be some impact on Station Road and that each of the stations proposed presented different challenges.

RESOLVED that Board members would be sent the Park and Palace's draft consultation response for Trustees' feedback via email in the second week in January.

43. TRUST FINANCIAL REPORT

RECEIVED the report on the financial results for Alexandra Park and Palace Charitable Trust for the 5 months to 31 August 2015 and annual forecast. The report was presented by Dorota Dominiczak, Director of Finance and Resources, Alexandra Park and Palace Charitable Trust (APPCT), as laid out on pages 31-36 of the agenda pack.

NOTED, in response to questions, that:

- a. the increase in gift aid was due to a rise in the number of events. The organisation was seeing the benefits of diversifying the events offer, utilising the venue to maximise capacity, working with clients to improve the way they delivered their events and having a wider purpose than profits and shareholders;
- b. new funding arrangement with LB Haringey meant that the Charitable Trust could carry over any surplus to the following year;
- c. table 3, page 34, would be reissued to the Board after the meeting once the calculations for the HLF Grants budget and forecast were confirmed;
ACTION: DIRECTOR OF FINANCE AND RESOURCES
- d. legal and professional fees (table 3) included the costs to APPCT for enabling works, designers, surveyors fees, project construction works. Board members expressed concern at such a large amount (£1.6m) and were reminded that the restoration project totalled £27m and required expert advice;
- e. the 'Palace Leases' (table 4, page 35) related to the television mast and the national grid power station.

RESOLVED to note the performance of Alexandra Park and Palace Charitable Trust.

44. EAST WING RESTORATION REPORT

RECEIVED the update on progress of the East Wing restoration project, presented by Emma Dagnes, Managing Director, Alexandra Park and Palace, as laid out on pages 37-40 of the agenda pack.

REPORTED that

- a. recommendations for the award of contractor would be presented to the Board at a special meeting on 26 November 2015;
- b. that the Park and Palace had requested provision be made for an assisted listening system in the Theatre, which had not been included in the original project scope.

Amendment: page 39 – key programme table, enabling works complete – this should state May 2016.

NOTED that the theatre strategy was being revised as the draft policy was only a broad outline. Councillor Hare commended the input of the Friends of the Theatre in the revisions of the document.

RESOLVED to note to contents of the report.

45. CONSERVATION REPORT

RECEIVED the report updating on the fabric maintenance plan and services, introduced by Emma Dagnes, Managing Director, Alexandra Park and Palace, as laid out on pages 41-44 of the agenda pack.

NOTED, in response to questioning, that the fabric lining to the ceiling had not been cleaned since it was installed in 1986 and, with a 10cm of dust layer was a fire risk.

RESOLVED to note the contents of the report.

46. PARK REPORT

RECEIVED the Park updates within the report, introduced by Mark Evison, Park Manager, as laid out on pages 45-76 of the agenda pack.

- a. Fitness Equipment (Park Vision)

NOTED that Cllr Berryman congratulated the Park Team on the achievements and emphasised that, in considering the installation of fitness equipment in the Park, wooden equipment was longer lasting and more aesthetically pleasing than the metallic versions. Louise Stewart, Chief Executive Alexandra Palace Charitable Trust, agreed that wooden equipment was a better option and was preferred by all concerned.

b. Graffiti Wall (page 47)

REPORTED that as the pathway to the playground was within a 5 metre cordon of the wall it was not in line with the Health and Safety Executive recommendations.

A detailed discussion took place and it was NOTED that

- i. Colin Marr expressed his view that it would not be unreasonable to approach the graffiti artists requesting that they avoid using the wall for a few hours a day, when children were using the sandpit, rather than spending a large amount of money relocating the wall. The report highlighted (on page 48) that this was not a viable option. Graffiti artist blogs demonstrated that a number of artist travelled from other boroughs and were unlikely to go away to return at a later time;
- ii. other comments included:
 - the suggestion of raising money through the work produced by the graffiti artists;
 - that children were exposed to the paint spray for considerable amounts of time when they used the sandpit therefore it would be appropriate to move the sandpit. People using the pathway usually passed by quickly with minimal exposure;
 - that, if rebuilt, it was suggested that the wall did not have to be 30 feet long;
 - that the wall was suitably located next to the skateboard park and artists should be consulted about the location of a new wall;
- iii. the Palace supported the legal advice in paragraph 6.1 of the report and, having reviewed the risk, the strongest mitigation measure was to relocate the wall. The Board would be presented with the details of the risk controls and proposals to move the wall at the next meeting;
ACTION: CHIEF EXECUTIVE & MANAGING DIRECTOR
- iv. the intention would be to demolish and build a new wall, of a similar size, simultaneously.

RESOLVED

- i. to note the report including the successes in the Green Flag and London in Bloom Award schemes and to recognise that support of the Grounds Maintenance Contractors and Park Volunteers;
- ii. to note the work undertaken to date on the Parks Vision;
- iii. to consider the strategy and costs for moving the graffiti wall to a new location at its next meeting on 16 February 2016.

47. LEARNING AND COMMUNITIES REPORT

RECEIVED the report on learning and community activities, introduced by Isobel Aptaker, Education Officer, Alexandra Palace Charitable Trust, as laid out on pages 77 -80 of the agenda pack.

Isobel Aptaker thanked the Friends of the Theatre for contributing to the Open House event and highlighted the uncertainty of repeating the event next year due to restoration work that would be in progress.

NOTED, in response to questioning, that more communication around the learning opportunities at the Palace was required but resources were limited.

RESOLVED to note the contents of the report.

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

Restoration of the Houses of Parliament/ Palace of Westminster

Colin Marr referred to press coverage earlier this year to do with refurbishment of the Houses of Parliament at Westminster, which might involve decanting all or parts of government to other sites. The budget for this was about £4.5 billion and the timescale between six and eleven years. With under-utilised space at AP and our need for capital investment, it was argued that AP should let it be known that we might want to be considered as a host site.

NOTED, following discussion, that

- a. the currently unused space at the Palace was recognised and the Board was reminded that the Palace had been utilised as a hospitality venue during the 2012 Olympics.
- b. Louise Stewart, Chief Executive, informed the Board that there were preferred options to retain the main activity of Parliament within the hub of Westminster. However, contact could be re-established to consider how the framework for the decanting of Parliament could fit in with the long term vision and current operation of the Palace.
- c. in response to questioning: there would be no implications if enquiries to Parliament were made but location would be a main consideration and better options were available in Westminster.

RESOLVED that the Chief Executive, Alexandra Park Charitable Trust, conduct informal investigations into the potential use of the Palace for Parliamentary activities during restoration of the Houses of Parliament, and report back to the Board at a future meeting.

ACTION: CHIEF EXECUTIVE

49. FUTURE MEETINGS

NOTED the following dates:

26 November 2015 (special)
16 February 2016

50. EXCLUSION OF THE PUBLIC AND PRESS

RESOLVED to exclude the press and public from the meeting for items 17 to 23, as they were likely to contain exempt information as defined in Section 100a of the Local Government Act 1972; paragraphs 1 (information relating to an individual), 2 (information which is likely to reveal the identity of an individual), 3 (information relating to the business of any particular person, including the authority holding that information), and 5 (information in respect of which a claim to legal professional privilege could be maintained in legal proceedings).

51. MINUTES

The exempt minutes of the Alexandra Palace and Park Board held on 15 July 2015 were confirmed and signed by the Chair as a correct record, subject to the removal of Mark Evison and Melissa Tetley from the list of attendees.

ACTION CLERK

52. EXEMPT REPORT OF THE CHIEF EXECUTIVE

RESOLVED to approve the recommendations in the report.

53. EXEMPT TRADING COMPANY FINAL REPORT

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

54. EXEMPT PARKS TENANT RENT REVIEW REPORT

RESOLVED to approve the recommendations in the report.

55. EXEMPT FABRIC MAINTENANCE CANOPY CLEANING TENDER AWARD REPORT

RESOLVED to approve the recommendations in the report.

56. EXEMPT FABRIC MAINTENANCE ROOF WORKS PACKAGES TENDER AWARD REPORT

REPORTED that this report had been deferred due to consideration of technical procurement elements and would be brought to the next meeting.

ACTION: MANAGING DIRECTOR

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

CHAIR: Councillor Joanna Christophides

Signed by Chair

Date

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MINUTES OF MEETING ALEXANDRA PALACE AND PARK BOARD HELD ON Thursday, 26th November, 2015

PRESENT:

Councillors:

Joanna Christophides (Chair), Patrick Berryman, Tim Gallagher (Vice-Chair), Anne Stennett and Bob Hare

Non-voting members:

Gordon Hutchinson (Friends of Alexandra Park), Colin Marr (Alexandra Park and Palace Conservation Area) and Cllr. Stephen Mann (Alexandra Park and Place Advisory Committee, observer)

Also Attending:

Emma Dagnes (Managing Director, Alexandra Palace), Russell Eacott (Interim Project Director, East Wing Restoration Project, Alexandra Palace), Louise Stewart (Chief Executive, Alexandra Palace Charitable Trust), Neville Murton (LB Haringey, Lead Finance Officer) and Helen Chapman (LB Haringey Clerk).

58. 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.

59. APOLOGIES FOR ABSENCE

Apologies for absence were received from Nigel Wilmott.

60. URGENT BUSINESS

There were no items of urgent business. It was noted that late information relating to agenda item 7 had been circulated to the Board subsequent to the despatch of the agenda for clarification of terms used in the report and correction of the Invitation to Tender date, and further information regarding the procurement process was also tabled in response to a query raised prior to the meeting.

61. DECLARATIONS OF INTERESTS

There were no declarations of interest.

62. FUTURE MEETINGS

The date of the next meeting was noted as 16 February 2016.

63. EXCLUSION OF THE PUBLIC AND PRESS

RESOLVED

That the press and public be excluded for the following item because it contained 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.

64. TO AWARD THE CONTRACT FOR THE EAST WING RESTORATION PROJECT

The Board considered the report in respect of the award of contract for the East Wing Restoration Project.

RESOLVED

That the recommendations of the report be approved.

The meeting closed at 8.40pm.

CHAIR: Councillor Joanna Christophides

Signed by Chair

Date

**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 THE MEETING OF THE 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. comments of Colin Marr including:
 - that some 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;
- 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

- At its meeting on 23 June the Board discussed the Palace's debt and it was noted that LBH and the Charity had agreed that the outstanding amount will not be repayable until such time as the Charity and Council agree that the Charity is at a self-sustainable level;
- 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 be considered as a possible site 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

Report Title: Park Activities Update

Report of: Mark Evison, Park Manager

1. Purpose

To update the Board on current matters relating to Alexandra Park.

2. Recommendations

2.1 That the Board note the contents of the report, and;

Little Dinosaurs Lease

2.2 (i) That the Board agrees to delegate approval of the final details of the lease to the Chief Executive subject to a satisfactory Charities Act report on the rental value, and;

(ii) That the London Borough of Haringey's Head of Legal Services be authorised by the Board as Trustees to seal the finalised Lease.

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

Contact Officer: Natalie Layton, Executive Assistant, Alexandra Park and Palace
Email: Natalie.layton@alexandrapalace.com, Telephone: 020 8365 4335

3. Executive Summary

3.1 The report sets out current conditions in the Park, the estimated visitor numbers and updates on the Go Ape proposal, the fallow deer herd, the graffiti wall and proposals to improve the resilience of the Park to events.

3.2 The report also asks the Board to approve a lease extension proposal from the operator the Little Dinosaurs soft play centre.

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

N/A

5. Local Government (Access to Information) Act 1985

N/A

6. Park Conditions: the Park is currently suffering as a result of very wet conditions since early-November. The surface water drains are old and many are suffering from blockages and collapsed sections. Contractors have been investigating the blocked drains and making repairs where possible. The current conditions highlight the importance of including a drainage review in the Park Vision work, including assessment of the options for installing Sustainable Urban Drainage (SUDS) solutions to manage and attenuate the surface water flows.

7. Visitor numbers for 2015 (calendar year):

7.1 The Board will recall that there are electronic people counters at two Park entrances (The Avenue and Park Avenue North). These devices registered 678,000 people during 2015. This is an increase of 76,000 on 2014 (12%). The major spikes in the visitor numbers in 2015 were the Soap Box Derby (showing the large number of local customers at that event), the Fireworks Festival and New Year's Eve.

7.2 A number of assumptions are used to convert these figures into the annual estimate of Park visitors. In 2015 this figure was 2.8 million, which excludes the majority of event visitors and people arriving by car or bus. It is recognised that the calculation is not perfect, but it does allow an assessment of trends – the figure of 2.8 million is 250,000 more than the 2.55 million estimated for 2014. The data show that beyond a core user group, most likely dog walkers and commuters, the largest influence on visitor numbers is the weather.

Table comparing 2014 and 2015 visitor numbers:

	2014	2015	Change
Park Visitor numbers counted	602,000	678,000	+12%
Estimate of total Park Visitors (excluding most event visitors and car and bus passengers)	2,550,000	2,900,000	+12%

8. Go Ape Proposal: The Go Ape proposals were validated by the Planning Authority in October 2015 and at the time of writing there have been over 90 comments, many of which are objections. The proposal is likely to be discussed at a Planning Committee and there will be a verbal update at the meeting.

9. The Fallow Deer Herd:

9.1 The fallow deer herd has been a feature of the Park for many years. Daily management of the herd is carried out by the Grounds Maintenance staff and an independent veterinary team provide management advice and monitor the health of the animals.

9.2 Over the past ten years there has been consistent concern from the veterinary team that the conditions of the enclosures were not ideal because they are too

small and the ground gets easily poached and over-grazed. The deer have consistent signs of stress, evidenced by shyness towards human contact, which is not typical of enclosed deer, and occasional fighting. These concerns have been managed by various means including improving the size and management of the enclosure by fertilising, harrowing and reseeded, enlarging the enclosures and reducing the herd size (culling).

- 9.3 The stress levels of the deer are likely to be increased for a number of reasons in the future, increasing visitor numbers to the Park (both ordinary Park visitors and Event visitors), the forthcoming development of the Anderton Court site where three houses and a block of flats have been granted planning permission. Repairs and construction work in neighbouring gardens is also believed to cause extra disturbance for the herd.
- 9.4 The longer-term options for the deer herd have been in consideration for some time. It is recognised that the Go Ape proposal is an additional stressor that requires the Trust to accelerate its decision making about the long term future of the herd.
- 9.5 In recent years we have engaged an independent vet to regularly monitor the deer. Unfortunately, the vet has concluded that the health of the herd is in slow decline as the Park – and its surrounding urban environment – is no longer suitable for keeping deer. In the best interests of the deer we assessed a number of options for relocating them to a more appropriate location, better catered to their needs, where they will thrive.
- 9.6 There were no suitable places in the Park that would have alleviated the issues that the deer have been contending with for many years. Several options were investigated where it could be guaranteed that the deer, which are used to being enclosed, would easily adjust, be safe and which would facilitate their wellbeing.
- 9.7 The vet fully supports the relocation and believes the herd's health will improve as a result of the move to a more rural location. The deer were therefore relocated on 27th January to two well-respected existing deer parks in Devon; in Blachford Manor and Tedburn St Mary. The two sites are both larger than the designated deer area in Alexandra Park.
- 9.8 The deer were relocated by a specialist deer management company that has vast experience and is responsible for moving deer herds across the country. They were transported in an approved agricultural vehicle and every precaution was taken to ensure that the deer were moved sensitively, with the minimum of stress.
- 9.9 The information boards and signage around the park has been updated to prevent visitors to the park being presented with out of date information. In the near future we will post updates showing Alexandra Park's deer enjoying their new homes in Devon on our website www.alexandrapalace.com

10. Graffiti Wall Update:

- 10.1 Following previous discussions on this topic, an independent risk assessment has been conducted. The report is attached as exempt appendix 2 to the Chief Executive Officers report to the Board.
- 10.2 The report notes the risk of contamination of the sand pits without any reference to current management. To reassure the Board, the play area is subject to daily visual inspections and the sand is raked and sterilised on a weekly basis. The annual independent inspections score the sand pits as very low risk.

11. Park Resilience: The Park Manager has been working with the Head of Events to identify improvement works in the Park that will have a joint benefit of making the Park more resilient to outdoor events. Examples include improvements to drainage and strengthening pathways.

12. Little Dinosaurs Lease:

- 12.1 The operator of the Little Dinosaurs soft play centre in the Grove has requested an extension to the lease. The Executive Team are recommending approval as it presents an opportunity to renegotiate the terms of the lease. The aim is to include reporting of performance indicators to show how the leaseholder is contributing to the Trust's objectives and to re-align the Tenant's rights to the needs of the events business.
- 12.2 The lease extension will be undertaken with professional advice from solicitors and property valuers. The Board are asked to delegate approval of the final details to the Chief Executive subject to a satisfactory Charities Act report on the rental value.

13. Legal Implications

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

14. Financial Implications

The Council's Chief Financial Officer has been consulted on this report and been consulted in the preparation of this report and advises that professional advice should be taken on the legal, financial and property aspects of the lease extension before final approval.

15. Use of Appendices

None.

Report Title: Commercial Directors Report
Report of: Lucy Fenner, Commercial Director
<p>1. Purpose</p> <p>1.1 To update on the Board on commercial activity in the 3rd quarter</p>
<p>2. Recommendations</p> <p>2.1 To note the commercial highlights.</p>
Report Authorised by: Louise Stewart, Chief Executive Officer, Alexandra Park and Palace
Contact Officer: Natalie Layton 020 8365 4335, Natalie.layton@alexandrapalace.com
<p>3. Executive Summary</p> <p>3.1 This paper provides a review by the Commercial Director on major activity undertaken in the 3rd quarter of the trading year, and a forward focus on the 4th quarter.</p>
4. Reasons for any change in policy or for new policy development (if applicable)
5. Local Government (Access to Information) Act 1985

6. COMMERCIAL HIGHLIGHTS

The Palace had 95.4% occupancy throughout October, November and December. The 4.6% where the Palace had not been occupied amounted to 5 days, which were in November. This period has been our busiest to date with over 300,000 visitors to the site across 32 different events - an increase of 100,000 visitors and 15 additional events over the same period in 2014.

On the 1st October The Wombats played their largest London show followed by the Knitting and Stitching Show. This exhibition was open for 5 days for the 2nd consecutive year and attracted over 40,000 visitors.

A tight overnight turnaround saw the team break down 200 exhibition stands and transform the space into fashion catwalk for 1200 delegates to view the new Tesco F&F clothing range. This corporate event led straight into 3 nights of music including performances from Rudimental, Major Lazor, and the Vans Warped Tour.

A number of smaller corporate conferences continued throughout a busy October and these were mainly hosted in the Panorama room. In the last two weeks of October we welcomed 2 new exhibitions: Mind Body and Soul and the OM Yoga Show, the former were previously held at Olympia.

The Classic & Sports Car Show organised by Haymarket exhibitions followed. This show brought the world's most glamorous classic cars and attracted some of the world's most highly regarded classic car dealers and some of the wealthiest and most respected collectors. The organisers were keen to ensure that all visitors to Alexandra Palace had the chance to view some of the attractions and so displayed a selection of models outside on the Beach area for non-ticket holders to enjoy.

Also in November Ernst and Young hosted their 10 year anniversary staff conference in the West Hall with 1500 delegates.

On Tuesday 7th November we hosted and delivered our largest in-house event: The Fireworks and German Bier Festival. 50,000 Tickets sold out more than 2 weeks in advance and attendees were not disappointed. The firework display was in excess of 25 minutes with an additional 20 minute laser pre-show. Other entertainment throughout the Park included; street food and craft beer, mutant waste parade, funfair, a huge bonfire, and ice skating sessions. Inside the Great Hall was turned into a huge German bier Keller where 6000 people enjoyed local musicians and the headline tribute Elton John act.

Feedback to date has been largely positive and to note that the event was delivered to an incredibly high standard. Enquiries for 2016 ticket sales have already been received. As with all major events the team will reflect and make improvements where necessary but overall our flagship event is now London's hottest ticket in November and we should be very proud of this achievement. Please refer to our fireworks video to see all the activities that took place:

<https://www.youtube.com/watch?v=AybNoxq0P5s>

Also in November Amma returned to the Palace for her 8th year with 3,500 visitors a day attending to hug the spiritual healer originally from southern India. The organ society also hosted their special film night which attracted more than 300 visitors.

December opened with 7 concerts in 8 nights. Sell out performances from Frank Turner, Chvrches, and Bring Me the Horizon were followed by 3 sold out nights of Disclosure, and to celebrate 20 years together Faithless played out the year to a sell-out crowd.

The ever popular festival village in the West Hall has really supported catering targets with high food and beverage sales on music events. The unique street food concessions including Smoke Stack, Anna Maes, Flammin Cactus and Bodeans encourage music fans to get to the venue early to enjoy an experience that offers more than just music.

Antiques returned for its busiest show of the year and attracted over 4,000 enthusiasts.

Darts returned bigger and better than ever in the last weeks of December and across the Christmas and New Year period. The increased capacity in the West Hall meant that the organiser PDC could sell 3000 seats per session. 66,000 tickets were sold in total and more than a million pounds worth of beer was consumed. The live coverage on Sky Sports reached over four million viewers across the 14 days of the William Hill World Darts Championship a 25% increase on last year, including a record audience of more than 1.7 million for the thrilling final between Anderson and Adrian Lewis.

Masters World Snooker held 14 sessions over 7 days. Viewing figures peaked at 1.4 million on the BBC. Average attendance across the sessions was 1,500 which increased to 2,000 for the final on Sunday 17th January. Ronnie O Sullivan won the tournament for the sixth time.

7. FUTURE EVENTS

Event	Event Type	Date
Excursions	Exhibition	23 rd January
Ping Pong	Sporting Event	22-24 th January
Club de Fromage on ice	Ice disco	29 th January
Feeling Gloomy on ice	Ice disco	5 th February
Antiques	Exhibition	7 th February
Slipknot	Concert	10-11 th February
Tame Impala	Concert	12-13 February
MA Healthcare	Exhibition	23-24 February
Jamie XX	Concert	26 th February
Enter Shikari	Concert	27 th February
Club de Fromage on ice	Ice disco	28 th February
RYA	Exhibition	4 th - 6 th March
Parov Stelar	Concert	12 th March
London Festival of Model Railways	Exhibition	19 th -20 th March
Andy C (Late night)	Concert	24 th March
Ally Pally German bier festival	Live Event	26 th March

At the time of writing Matchroom sport is currently setting up the West Hall to host a weekend of Ping Pong. For the first time this event will be held across 3 days (rather than the previous 2), with play on the evenings of 22nd – 24th January. The tournament features 64 players from all over the world, headed by defending

champion Andrew Baggaley of England and viewing figures are expected to reach 1.5 million. The commercial team also secured 120 tickets for 3 schools: Highgate Wood, St Paul's in Tottenham and St Mary in N8, to attend on Friday evening. This was a combined initiative with the Learning and Community team.

The 4th quarter will conclude with 8 nights of concerts including performances from Slipknot, Tame Impala, Jamie xx, Enter Shikari and one late night on Easter Thursday 3rd March hosted by DJ Andy C.

We will also host a further 6 exhibitions including Antiques, MA healthcare, Royal Yachting Association and Excursions, the latter are celebrating 40 years in the business. These exhibitions account for a total 9 open days with over 25,000 visitors expected.

The financial year ends with our very own German bier Festival. Springfest event is already selling fast and over 4,000 people are expected to attend on Friday 25th March in the Great Hall, making this event London's largest bier Keller.

8. **EVENT OPERATIONS UPDATE**

8.1 Table top exercise

In addition to the numerous events taking place throughout this period the events team hosted a table top exercise to talk through potential emergency scenarios and how each operational team within the venue would manage and react to them. This was a successful exercise aimed at continually improving our existing operational responses and will be repeated annually.

8.2 Venue Management Plans

Venue management plans and key operation documents have all now been updated. All departments have been briefed on these updates to ensure all events continue to be delivered to a consistent high standard.

8.3 Improvements to Egress

The Head of Events continues to implement a number of procedural additions to our standard egress plan including a different egress route for visitors when leaving the building, additional security and traffic management and dedicated cleaners in certain external areas including Bedford Road.

8.4 Outdoor Events Strategy

The Commercial team is near to completing the outdoor event strategy to ensure Park opportunities are maximised throughout the summer. This will enable us to increase our portfolio of outdoor events, attract new audiences and build on our outdoor activity benefiting park users and the local community.

8.5 Fireworks

As with all major events the team undertake a debrief of all elements and make improvements where necessary. Planning has already started for the 2016 display.

9. MARKETING

9.1 Media Coverage

The numerous events held at the Palace over the autumn attracted increased media coverage. The venue was listed in Time Out 4 times, NME 8 times, Metro 4 times and Evening standard 3 times. Our 'What's On' has estimated to have achieved over 10,000,000 views and impressions from these publications alone. The Time Out December edition listed the Alexandra Palace waterslide at the Ally Pally summer festival as the number one thing to attend in London in July 2015.

9.2 Customer data

Marketing have been focussing on digital advertising and social media platforms in order to engage with new and existing customers. This is not limited to event promotion only but also promotions for the Ice Rink, Learning and Community programmes, Park events, and activity in The Phoenix Bar & Kitchen. These platforms have provided a valuable source of customer data, which can then be used to communicate and promote future events and offers.

9.3 Social Media

In terms of social media, Facebook followers currently number (53,694), Instagram (4,892), twitter (18,800) Snap chat (100) and our database now exceeds 145,000.

9.4 Filming

For the past 12 months the team have been filming all our events and onsite activity. We have collated some fantastic footage and a show reel was created for the Christmas period to showcase all our highlights. The video has currently received 250,000 views on line. It can be viewed following this link: <https://www.youtube.com/watch?v=0Cs-viv8kOI>, and will be shown at the end of this meeting.

10. THE PHOENIX BAR & KITCHEN

With 300,000 visitors to site the Bar and kitchen benefited immensely and also exceeded its target for this period. This can be attributed to the high volumes of concerts in particular Faithless attracting a slightly older audience which was reflected in the higher spend per head, increased volume of high footfall and high profile exhibitions, additional footfall and additional capacity at the darts.

11. ICE RINK

- 11.1 The Cinderella on Ice pantomime took place across 14th to 21st December and proved popular with both school groups and general ticket holders, selling out 1 month in advance of the first show.
- 11.2 Club de Fromage continues on the last Friday of every month and has seen a 150% increase to Friday footfall. Club de Fromage's alternative night 'Feeling Gloomy' will pay tribute to David Bowie on Friday 5th February with the organiser pledging to give part of the proceeds of this event to the Teenage Cancer Trust.
- 11.3 The winter campaign has just launched and includes numerous promotional materials, flyers, posters, Facebook advertising, featured digital advertising, social media support and e-shots.

12. Legal Implications

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

13. Financial Implications

The Council's Chief Financial Officer has been consulted on this report and been consulted in the preparation of this report, and has no further comments.

14. Use of Appendices

- 1 - End of year highlight video link, paragraph 9.4 (shown at SAC/CC meeting on 2nd February).

Report Title: Fireworks Event Feedback
Report of: Simon Fell, Head of Event Operations, Alexandra Palace
<p>1. Purpose</p> <p>To provide an update on the operations of the annual fireworks event.</p>
<p>2. Recommendations</p> <p>To note the report.</p>
Report Authorised by: Louise Stewart, Chief Executive Officer, Alexandra Park and Palace
<p>Contact Officer: Natalie Layton, Executive Assistant, Alexandra Park and Palace Email: Natalie.layton@alexandrapalace.co.uk, Telephone: 020 8365 4335</p>
<p>3. Executive Summary</p> <p>This report provides information relating to concerns previously raised by stakeholders about entrances to the fireworks event.</p>
<p>4. Reasons for any change in policy or for new policy development (if applicable) N/A</p>
<p>5. Local Government (Access to Information) Act 1985 N/A</p>

6. Introduction

Following a successful fireworks event in November 2015 concern was raised by the Joint Advisory and Consultative Committee (SAC/CC) about the decisions on which gates to open and close for this ticketed event. Detailed below is information to explain these decisions and why in particular the Campsbourne Road entrance was closed.

7. Gate usage and overview

2013

In 2013 there were 7 gates opened for the event with the lowest footfall coming in via Gate 5 Redston Road.

2014

In 2014 Redston Road gated was not used due to low take up in 2013. There was an increase in queuing time at Gate 6 and Dukes Avenue. This may also have been due to the change in start time and late arrivals.

2015

In response to the issues over the past 2 years in 2015 Redston Road Gate was opened and an additional gate was opened on the Avenue. No reports of significant queuing were received at Gate 6 (Hornsey Gate) or Gate 10 (Dukes Ave)

For reference the table below shows the footfall through each of the ticket holder gates:

GATE NUMBER	GATE LOCATION	2014		2015	
		ENTRY NUMBERS	% OF VISITORS	ENTRY NUMBERS	% OF VISITORS
1	Alexandra Park Road	1870	6%	1,598	4%
2	Bedford Road	15381	48%	22,059	50%
3	Campsborne	CLOSED	n/a	CLOSED	n/a
4	North View Road	CLOSED	n/a	CLOSED	n/a
5	Redston Road	CLOSED	n/a	2,409	5%
6	Hornsey Gate (pedestrian)	8106	25%	8,783	20%
7	Hornsey Gate (car)	110	0.3%	114	0.2%
8	Springfield	CLOSED	n/a	CLOSED	n/a
9	Grove	2428	8%	4,015	9%
10	Dukes Ave	3972	12%	2,464	6%
11	The Avenue	CLOSED	n/a	2,115	5%
12	The Avenue	CLOSED	n/a	CLOSED	
TOTAL		31,867		43,557	n/a

8. Gate 3 Campsbourne

- 8.1 Campsbourne Gate is the only area of the park with an unobstructed opening. All other entrances to the park are either via road, a footpath between houses or through a gate. The open area along Campsbourne is 175m. Because of the ticketing nature of this event it is key all entry points are secure to stop illegal entry by non-ticket holders. Using low level Heras fencing would not be suitable for this area as this is not a robust security defence for such an extensive run and is easy

to pull down or climb over. If Heras fencing was to be used in this area then it is estimated that another 10 Security guards would be needed to ensure this area was kept secure. A decision was therefore made to use 3m steel shield along this boundary to ensure security was maintained across the site.

8.2 A decision was made in 2013, 2014 and 2015 not to open Gate 3 for the following reasons

- Gate 3 is not close to any pathway which would mean in wet weather all visitors would enter the park on soft ground. This is not a positive customer experience and the heightened use in this specific area would have a large impact on the ground
- As per the above, Gate 3 is remote and away from any pathway so moving infrastructure to this gate would involve either moving items by hand or using vehicles to cross the soft grass which again would have a considerable impact on the park
- Opening up Gate 3 for a pedestrian entrance would equate to approximately £2300. This would be the cost of equipment and crew to set up and the security and ticketing staff on the day
- It was felt that with such a small percentage of guests using Gate 5 (approx. 5% of visitors) one gate in this area is a fair reflection of the desired usage
- It is a 5 minute walk (550 metres) from Gate 3 to Gate 5 which was felt to be an acceptable distance to walk for an event of this size

8.3 The decision to only operate one Gate at Gate 5 Redstone Road is based on sound operational factors as outlined above. With the high numbers attending this event a balance has to be struck to ensure that resources are being used in a sensible and appropriate manner.

8.4 In 2015 improved signage was put up on the fencing and gate informing those with tickets to the event where the nearest gate was located on Redstone Road. We have received no feedback from those attending the event that the walk from Gate 3 to Gate 5 was a concern to them.

8.5 The elements as outlined above which leads to the closure of Gate 3 would be in place no matter where in the park such a gate existed the soft ground, lack of pathway and low usage of Gate 5 are sound operational factors for the remaining closure of Gate 3.

9. Impact on Alexandra Park

9.1 The lead up to the 2015 event saw a significant amount of rainfall which had an impact across the entire site. Poor drainage across the park exacerbated the problem resulting in moving water along the main access routes for the event infrastructure. The current roadways and paths are in a poor state of repair due to water damage which again had an impact on how vehicles could move across the site.

- 9.2 A meeting was held immediately after the event between the Head of Operations and the Parks Manager to discuss repair of damages to the park. As soon as all infrastructures were off site a team of labourers were commissioned to flatten any areas that had suffered damage due to vehicle movements or crowd movement.
- 9.3 Several areas were reseeded and it was agreed that due to inclement weather and the time of year other areas would be reseeded at the end of the winter.
- 9.4 A debrief took place after the event and reduction of any physical impact to the Park was a key agenda item. Due to the experience gained from the team on site it was agreed that a variety of measures can be implemented at any future events taking place during prolonged periods of inclement weather to reduce impact to the Park.

10. Additional Concerns

110 DUKES AVENUE

In 2013 a heras fence panel was put across the gate from 110 Dukes Avenue that opens directly into Alexandra Park. In 2014 and 2015 the production team have been instructed not to do this as the gate falls outside the ticketed site.

11. Legal Implications

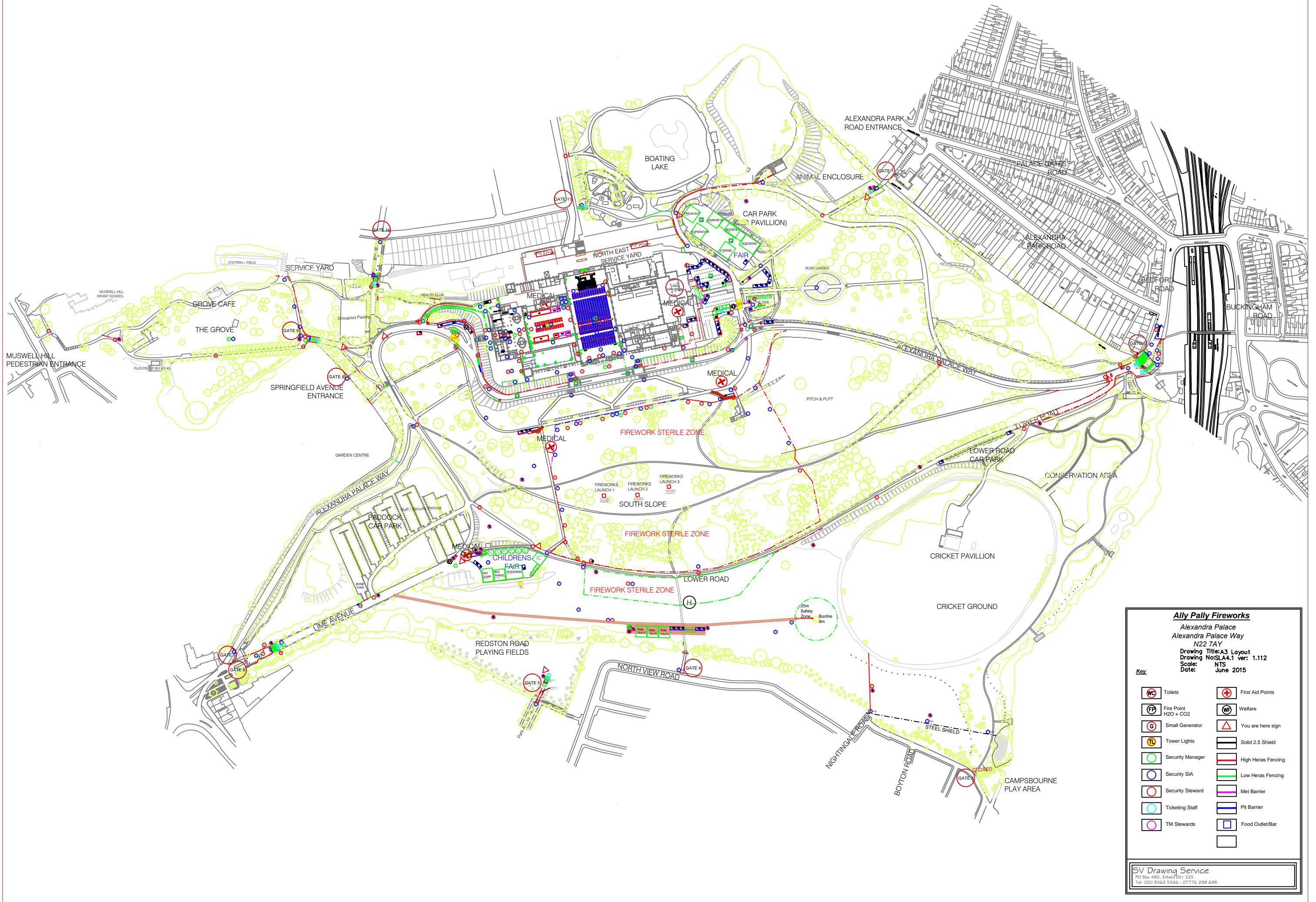
The Council's Assistant Director of Corporate Governance has been consulted in the preparation of this report, and has no comments.

12. Financial Implications

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

13. Use of Appendices

Appendix 1 – Fireworks Park Map (colour copies will be provided at the meeting)



Ally Pally Fireworks
 Alexandra Palace
 Alexandra Palace Way
 N22 7AY
 Drawing Title: A3 Layout
 Drawing No: SLA4.1 ver: 1.112
 Scale: NTS
 Date: June 2015

Key

Toilets	First Aid Points
Fire Point H2O + CO2	Welfare
Small Generator	You are here sign
Tower Lights	Solid 2.5 Shield
Security Manager	High Heras Fencing
Security SIA	Low Heras Fencing
Security Steward	Met Barrier
Ticketing Staff	Pit Barrier
TM Stewards	Food Outlet/Bar

SV Drawing Service
 PO Box 480, Enfield EN1 2ZS
 Tel: 020 8363 5566 - 07776 238 638

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Report Title: **Update on Learning & Community Programmes**

Report of: Isobel Aptaker, Learning Officer

1. Purpose

1.1 To advise inform and update the Committees about Learning & Community Programmes

2. Recommendations

2.1 1 To note the contents of this report

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

Contact Officer: Natalie.Layton@alexandrapalace.com , 020 8365 4335

3. Executive Summary

In 2015/16 the Learning & Community team to date has achieved 1,500 pupil visits to the Palace, applied for funding for a Haringey wide flash mob to encourage pupils to exercise and are working with the Commercial Director to align the department with wider organisational strategy.

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

N/A

5. Local Government (Access to Information) Act 1985

N/A

6. Go Crackers for Christmas

To engage with family visitors attending Cinderella on Ice the Learning and Community Team ran free family activities in the East Court. The inter-generational activities looked at the Victorian invention of the Christmas Cracker, significance of the hat, what inspired the bang and how the contents have changed over time. Children were then encouraged to make their own Alexandra Palace themed cracker to pull on Christmas day. Over the 2 days over 80 people attended the activities. The data captured will enable the team to inform attendees of future events.



7. Schools

Alexandra Palace's new Learning Leaflet was distributed (electronically and in hard copy) to all schools in Haringey, Barnet, Enfield and Islington in November. Since the start of January a number of new bookings have been made for new and repeat visitors. From the start of this financial year the Palace has welcomed over 1,500 visitors from schools, which already surpasses last year's total of 1,280.

The Transmitter Hall has been allocated to Wilmot Dixon, the contractors for the East Wing restoration programme, from January. Throughout the construction phase workshops will take place in PC4 or 5 depending on other events taking place.

8. Streetz Ahead

Working with a local Street Dance Company a funding application has been submitted to Awards for All for a Haringey Flash Mob. If successful, schools from across the borough will be encouraged to take part in a borough wide activity to encourage exercise and well-being. Schools taking part require agreement from the Headteacher for a dance teacher to attend regular assemblies to teach the whole school. All participants will be invited to take part in Haringey's largest Flash Mob as part of the Summer Festival planned for July 2016.

The Learning Officer will be attending one of the rehearsals at Alexandra Palace School on Friday, 29th January to speak to teachers and pupils taking part about their experiences so far and how being part of the Summer Festival would enhance the experience – a verbal update will be given at the meeting.

9. Aligning with Trading Company

To achieve greater engagement with what is happening at the Palace we will start to align our learning and community activities with events already taking place. Rather than running one-off projects (dependent on funding) for community groups, developing opportunities for families, community groups, schools.

Activities could include circus skills for families during the Moscow State Circus tenancy, Haringey schools' bake-off linking in with the cake decorating show, BTEC Music visits during concert months and model making during London Model Engineering. Projects would be run alongside the events and would be managed by the Learning & Community Engagement Department.

We will be communicating with all clients, suggesting activities to engage with the Learning & Community Department. With the financial support of the client it is hoped to increase the numbers of people engaging with the Palace as well as diversifying the current visitor demographic.

10. Partnership Working

The Learning Officer has identified a list of partners to target for future projects. The Palace's most successful community projects have been run in partnership with local established partners (Haringey Shed & Accuml8). Discussions with staff from partner organisations ensures that projects fit with the needs of users. Another significant advantage is that we can benefit from the expertise of our partners to recruit participants.

11. East Wing Restoration Project

Contact has been made with the Learning and Development Team at Wilmot Dixon to discuss the opportunities proposed as part of their tender. With work starting on start at the end of January it is key to engage with the local community from the start and opportunities may include school creating art for the hoardings as well as work placements, internships and apprenticeships.

12. Legal Implications

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

13. Financial Implications

The Council's Chief Financial Officer has been consulted on this report and been consulted in the preparation of this report, and has no further comments.

14. Use of Appendices

None.

Alexandra Palace and Park Board	16th February 2016
<p>Report Title: The Provision of Natural Gas and Additional Services to Alexandra Parks and Palace Charitable Trust</p>	
<p>Report of: Emma Dagnes, Deputy Chief Executive, Alexandra Parks and Palace Charitable Trust</p>	
<p>1. Purpose</p> <p>1.1 To recommend the award of contract for the provision of Natural Gas and Additional Services at Alexandra Palace and Park.</p>	
<p>2. Recommendations</p> <p>2.1 That the Board approve the award of contract to Corona Energy Retail 4 Limited, for a three year contract, at an estimated cost of £780,000.</p> <p>2.2 To authorise the London Borough of Haringey's Head of Legal Services to seal the contract.</p>	
<p>Report Authorised by: Louise Stewart, Chief Executive Officer, Alexandra Park and Palace</p>	
<p>Contact Officer: Natalie Layton, Executive Assistant, Alexandra Park and Palace Email: Natalie.layton@alexandrapalace.com Telephone: 020 8365 4335</p>	
<p>3. Executive Summary</p> <p>3.1 The recommendation is to award the contract to Corona Energy Retail 4 Limited</p> <p>3.2 To ensure best value to the Trust and compliance with the Public Contract Regulations 2015, the contract was procured through the use of the Crown Commercial Service framework RM897 Framework Agreement for the provision of Natural Gas Supply (Non-Daily Metered) and Additional Services</p> <p>3.3 The Board are therefore requested to approve the award of contract on the basis that this tender represents the overall best value to The Trust and is within the allocated cost plan for the project.</p>	
<p>4. Reasons for any change in policy or for new policy development (if applicable)</p> <p>4.1 Not Applicable</p>	
<p>5. Local Government (Access to Information) Act 1985</p> <p>5.1 N/A</p>	

6. Background

- 6.1 Alexandra Park and Palace has an ongoing requirement for an essential supply of gas, and this is currently provided by Corona Energy Retail 4 Limited, via the Crown Commercial Services (CCS) Framework.
- 6.2 Gas consumption is around 16,000,000 Kwh per annum. The cost in the previous year was £264,300.84
- 6.2 As the previous contract elapsed in September 2015, it is important to establish a new compliant agreement, and it was agreed to continue using Corona via the CCS Framework as:
 - 6.2.1 Corona have given a satisfactory performance during the course of the contract.
 - 6.2.2 The CCS Framework represents demonstrable value.
 - 6.2.3 Given the trust's limited resources, use of the Framework would avoid the procurement cost of a full OJEU tender exercise.

7. Crown Commercial Service Framework

- 7.1 It was agreed to use the CCS RM897 Framework Agreement for the provision of Natural Gas Supply (Non-Daily Metered) and Additional Services (the "Framework").
- 7.2 This agreement originated with the use of OJEU (Official Journal of the European Union) Notice 2011/S 107-175813 (the "OJEU Notice"), and resulted in the award to Corona Energy Retail 4 Limited ("Corona") as the sole supplier for this service.
- 7.3 As an existing user of the Framework, CCS advised that Alexandra Park and Palace were free to award a new agreement directly with Corona using the model contract with no further engagement with CCS.

8. Legal Implications

- 8.1 The recommendation in the report is to award the contract to Corona by way of a direct call-off from the Framework. Corona is the sole provider on the Framework for this service and therefore can only be appointed by direct call-off.
- 8.2 In order to use a framework established by another contracting authority (in this case CCS) an organisation or the class of organisation must be listed as a contracting authority entitled to use the framework. The OJEU Notice lists Local Authorities as organisations entitled to use the Framework. Therefore

the Assistant Director of Corporate Governance sees no legal reasons preventing the Board from approving the recommendations in the report.

9. Financial Implications

The Council's Chief Finance Officer has been consulted in the preparation of this report and has no further comments.

10. Use of Appendices

None.

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

Report of: Louise Stewart, Chief Executive Officer, Alexandra Park and Palace

1. Purpose

To advise / inform the Board on current matters relating to Alexandra Park and Palace.

2. Recommendations

2.1 To note the contents of this report

2.2 To agree that the Graffiti Wall should remain in its present location and the agreed measures remain in place to manage the identified low risks.

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

Contact Officer: Natalie Layton, Executive Assistant, Alexandra Park and Palace

Email: Natalie.layton@alexandrapalace.com

Telephone: 020 8365 4335

3. Executive Summary

This report updates on issues including:

- Governance
- Strategic Vision
- Cross Rail 2
- Wood Green Regeneration
- Business plan
- Graffiti Wall risk assessment

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

N/A

5. Local Government (Access to Information) Act 1985

N/A

6. Governance

- 6.1 At the November meeting of the Board of Trustees, the Chief Executive outlined the need to review the Governance of Alexandra Park and Palace. There is a need to clarify and codify the existing governance arrangements to ensure they are able to be clearly communicated and understood. The review will also look at how the processes in place for good governance can be improved and modernised to increase their effectiveness and efficiency.
- 6.3 The Governance review has been built into the Business Plan for the organisation for the financial year 2016/17. The process for recruiting a Company Secretary, who will lead on this work, is underway.
- 6.4 The terms of reference for the Governance Review, once developed in draft, will be presented to the Board of Trustees for input and approval. It is also critical that the Corporate Trustee, London Borough of Haringey, has input into the draft and the process.
- 6.5 Consultation and engagement with stakeholders will be critical to understand the current governance arrangements, and its strengths and weaknesses, from different perspectives.

7. Strategic Vision

- 7.1 At the November meeting of the Board of Trustees, the CEO outlined the need to develop a long term vision for the charitable assets. The Park and Palace have a forever purpose but there is no long term vision in place to guide future decision making and development.
- 7.2 The intention is to develop a Strategic Vision and development plan for the assets, which will include a review of the previous masterplanning work. A review of previous consultation exercises will also be undertaken, to inform the method and content of the consultation plan for the Vision.
- 7.3 Both of these pieces of work (Governance and Strategic Vision) will be undertaken taking into account the overall purpose of the assets outlined in the Act of Parliament, but not the detail, so that the work and creative processes are not constrained. However both pieces of work will be analysed throughout the process, against the Acts and Orders, to identify where there may be conflict and if there are any changes to the Act that should be considered.
- 7.4 These pieces of work are vital if the Trust is to develop a longer term strategy and long term financial plan to ensure that the assets are maintained, repaired and restored and accessible to the public now and for future generations.
- 7.5 The draft scope of the Strategic Vision work has been developed. As this is a piece of work that will be the subject of a procurement exercise, it has been included under the exempt section of the Board meeting.

8. Cross Rail 2

- 8.1 Unfortunately due to an error by the executive the submission of the Cross Rail 2 response was not circulated to the Board as outlined at the November Board meeting. The executive submitted a response to the Cross Rail 2 consultation by the January deadline having consulted with the Chairman and circulated the response to the board members immediately before submission.
- 8.2 The Trust made the case for a Cross Rail 2 station at Alexandra Palace but acknowledged that there may be benefits to the Park and Palace from the combination of a Cross Rail Station at Wood Green and improvements in the access routes between Wood Green and the Park and Palace.

The response is attached at Appendix 1.

9. Wood Green Regeneration

- 9.1 The Trust has been in conversation with London Borough of Haringey about the regeneration plans for Wood Green and the importance of ensuring the connectivity between Wood Green and the Palace. The consultants will hold a session with the Trust during the consultation period. The timetable for consultation is currently being developed by the Local Authority.

10. Business Plan

- 10.1 The organisation has produced a draft Business Plan for 2016/17. It is a single Business plan across the Trust and Trading activities.
- 10.2 There have been major changes to the organisation and its performance over the last 5 years. A significant increase in the level of trading activity, the green light on a major restoration programme for the East Wing and a new approach to learning and community engagement work. It is a one year business plan, with a focus to strengthen existing operations and to create a solid foundation on which to build future performance.
- 10.3 As the Business Plan is in draft and contains information about trading activities it is presented to the board for input in the exempt section. However it is intended that, once finalised and approved, the Trust will publish a public version of the plan to support our aim to increase awareness and understanding of our work.

11. Graffiti Wall

- 11.1 An independent risk assessment has been undertaken on the Graffiti Wall following concerns raised, about the risk to the general public from spray painting, at the Statutory Advisory Committee/Consultative Committee meetings and by the Board at its November meeting.

11.2 The conclusion of the assessment is that the spraying presents a low risk to the public. The executive have therefore concluded that maintaining the existing measures to manage the risks there is no requirement to remove or relocate the wall.

11.4 The independent risk assessment has publishing restrictions and is provided for the Board's information in the exempt section (exempt appendix 3).

12. Legal Implications

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

13. Financial Implications

The Council's Chief Finance Officer has been consulted in the preparation of this report and has no further comments.

14. Use of Appendices

Appendix 1 – APPCT Response to Cross Rail 2 Consultation, January 2016

Agenda item 19 Exempt Appendix 3 – Independent Risk Assessment – Graffiti Wall

Response ID ANON-2EN2-MB94-K

Submitted to **Crossrail 2 - October 2015**Submitted on **2016-01-08 17:44:45****Proposals - overall****1 Do you have any comments on the proposals for Crossrail 2 overall?****Overall comments:****Turnpike Lane / Alexandra Palace / Wood Green****5 Do you have any comments about the proposals for a Crossrail 2 station at Turnpike Lane?****Comments:**

No comment.

6 Do you have any comments about the proposals for a Crossrail 2 station at Alexandra Palace?**Comments:**

The Alexandra Park and Palace Charitable Trust (APPCT) welcomes the opportunity to comment on the next stage of development of route alignment options for CR2, and in particular, the option of either a single station option (Wood Green) or a two-station option (Alexandra Palace and Turnpike Lane).

Set in 196 acres of parkland, Alexandra Palace is an iconic North London destination of important historical significance. Opened as the 'People's Palace' in 1873, it remains a significant recreational community resource for the London Borough of Haringey and wider area. Our thriving events business sees over 500,000 people visit the Palace each year to enjoy a varied programme of live sport, exhibitions and music gigs. On events days, there can be anything between 10,000 and 50,000 people coming to the Park and Palace, many of whom arrive via public transport. In the summer of 2015 the Red Bull 'soapbox derby' drew an audience of over 25,000. And in November 2015 the APP-run fireworks festival event saw 35,000 tickets sold. In conjunction with the variety of events on offer, the Park and Palace boast a range of family-friendly and community activities, including a year-round ice rink, a pitch and putt golf course, boating lake, public house, playground and skate park.

In response to previous consultations on CR2 and the route alignment, APPCT has supported the regional option proposal for CR2 and the provision of a station at Alexandra Palace. The short extension from Alexandra Palace to New Southgate was also welcomed, as it would provide additional interchange opportunities at New Southgate. With a PTAL rating of 2, it is of great importance to APPCT to increase the Palace and Park's accessibility. This is absolutely vital for the Park and Palace to become more financially sustainable, which will in turn create more job opportunities in the local area. A more sustainable Park and Palace will deliver an enhanced offer to an even larger number of visitors from the wider London area.

The current consultation offers two options for routes of alignment in the Wood Green area. APPCT is of the view that a CR2 station at Alexandra Palace would support and improve on the existing transport options serving Alexandra Park and Palace, offering more inter-change options with Great Northern services. Furthermore, a CR2 station at Alexandra Palace would help strengthen the regional and national profile of Alexandra Park and Palace, making it more accessible to visitors, and a more attractive prospect for potential funders and investors, which will in turn have a positive impact on the local economy with the potential for new jobs to be created. A station at Alexandra Palace would:

- Boost trade and tourism in the local and wider area, increasing employment opportunities, and in turn benefiting the local economy;
- Improve the overall perception of transport accessibility to the Park and Palace, Haringey and North London in general;
- Improve local residents' access to jobs, services, facilities and other social and life opportunities;
- Improve the strategic link with the Central Activities Zone;
- Improve access to a key recreational and community resource, offering a range of educational, learning and volunteering opportunities;
- Increase Londoners' accessibility to the historic environment of the Palace and one of London's largest open spaces;
- Assist in the Trust's aspirations to cement the Park and Palace's local and regional status, with a long term aim to become a well-utilised, sustainable national asset.

7 Do you have any comments about the proposals for a Crossrail 2 station at Wood Green?**Comments:**

The London Borough of Haringey are in the process of preparing an Investment Framework for Wood Green, a comprehensive and coherent plan that will determine how to deliver growth, homes and jobs, as well as securing the investment needed to enable this. As a key partner and stakeholder, APPCT will be working closely with colleagues at London Borough of Haringey on this Investment Framework to ensure improved and new links are made (visually and physically) between Wood Green town centre and the Park and Palace (which is currently cut-off by the Great Northern Railway Line and the New River). It is worth noting that the Trust supports the option set out in the early Investment Framework consultation to improve connectivity via the Cultural Quarter and via an extended New River Path, which will allow people to access Alexandra Park and Palace via a much more direct and pleasant route.

APPCT understands and appreciates the benefits of having a CR2 station at Wood Green, instead of Alexandra Palace and Turnpike Lane.

Whilst the station option at Alexandra Palace will deliver more inter-change options and some opportunity for development around the station site, the Trust recognises that a CR2 station at Wood Green would allow for the unlocking of regeneration and growth opportunities presenting themselves in Wood Green.

With an ever-increasing events business and visitor offer it is important the Trust enhances and upgrades access to the Palace and Park. The Trust is currently embarking on an ambitious restoration project at the eastern end of the Palace which will see the former BBC Studios and Victorian Theatre repaired and refurbished, allowing public access to the most historically significant spaces and securing the Palace's future as a leading heritage and leisure destination. Post-2018, APPCT expects to see a significant increase in daytime visitors, and with it a number of new job opportunities created. Accessibility to these events, activities and jobs, as well as accessibility to the rich history of this iconic part of London, is not only extremely important to the Trust and the London Borough of Haringey, but also to the wider London area.

In conclusion, the Trust feels that there are significant benefits of a CR2 station at Alexandra Palace; it does however acknowledge that the location of a CR2 station at Wood Green may have greater strategic economic impact potential. We also recognise that if the Wood Green station is chosen, when combined with improved linkages between Wood Green and the Palace (both visually and physically) this has the potential to achieve equivalent or greater benefits, for the Park and Palace, than from a CR2 station at Alexandra Palace. The Trust would welcome further studies on the likely growth impact projections and would welcome the opportunity to input into future consultation exercises and workshops.

8 Do you have any comments about the proposals for a shaft at Downhills Recreation Ground, between Wood Green and Seven Sisters stations?

Comments:

No comment.

About you

41 What is your first name?

First name:

Louise

42 What is your surname?

Surname:

Johnson

43 What is your email address?

Email:

louise.johnson@alexandrapalace.com

44 Please tick this box if you would like to receive project updates when available.

Tick if you would like to receive project updates when available:

Yes

45 Please provide us with your full postcode?

Postcode:

N22 7AY

46 In what capacity are you responding to this consultation?

Other

47 If you are responding on behalf of a business, educational establishment or other organisation, please provide us with the name.

Name of business, educational establishment or other organisation:

Alexandra Park and Palace Charitable Trust

48 Please tell us what you think about the quality of this consultation (for example, the information we have provided, any printed material you have received, any maps or plans, the website and questionnaire etc.)

Comments:

No comment.

Report Title: Alexandra Park and Palace Trust Financial Results for period 30 November 2015 and Annual Forecast

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

1. Purpose

This paper sets out the results for Alexandra Park and Palace Charitable Trust for 8 months to 30/11/2015 and annual forecast.

2. Recommendation

The Board is asked to note the performance of the Trust.

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

Contact Officer: Contact Officer: Natalie Layton, Executive Assistant, Alexandra Park and Palace, Email: Natalie.layton@alexandrapalace.com, Telephone: 020 8365 4335

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

N/A

4. Local Government (Access to Information) Act 1985

N/A

5. Table 1. Incoming Resources – Unrestricted Funds

The Trust funds its unrestricted activities from the London Borough of Haringey (LBH) operating grant and in 2015-16 this grant is £1,900k. It also funds its activities from income received from the Park and Palace tenants of £180k and this income is on target to be achieved. The Trading company pays an annual licence fee for using the Park and Palace which as per current Licence Agreement is £190k pa (Agreement to be renewed in 2016).

The Trading company gift aid target has been revised to £1,633k (£537k up on budget) due to exceptional performance of trading activities, in particular because of additional income from Events and associated catering offer.

The forecast of unrestricted incoming resources for 2015/16 is £3.9m (budgeted at £3.4m).

6. Table 1. Overheads

YTD the majority of budgeted expenditure is on target. Under-spending on Legal and Professional fees is attributable to the hotel project. Maintenance of Park and Palace is likely to be spent on ongoing minor repairs. The Marketing, Advertising and Design budget has been underspent due to a lack of human resource in the Trust and the expenditure has been partly borne by the Trading company; this will be subject to appropriate internal recharge of costs at the year end.

7. Table 2. Designated Funds (Fixed Assets)

The Capital Grant from LBH for 2015-16 is £400k and in addition there is an agreed balance carried forward from 2014-15 of £116k making a total available of £516k. YTD spending and committed projects are on target to expend in 2015-16 – refer to Table 2 for details.

The Trust has been advanced a SIF loan from LBH of £278k for a replacement of lighting in the Great Hall. The loan is repayable over 7 years with 1st repayment of £44,417 due on 1st April 2016. The project is now completed and a new LED lighting will enable annual savings in maintenance and energy usage.

8. Table 3. Restoration Project (Restricted Funds)

The current forecast of incoming resources for the Project in 2015-16 is £1,735k being £500k from LBH and £1,235k from the HLF (as per The HLF Agreement 70% of the Project's expenditure is funded by HLF and 30% by LBH and fundraising).

Since the start of Phase 2, two Claims for funding to HLF have been submitted and payment received. Table 3 provides details of forecast expenditure for the Project in 2015-16, this is subject to revisions as advised by the Project manager Mott MacDonald – we are currently awaiting a revised 2016-2018 Cash Flow Projection and in the new financial year we will report on the income and expenditure over a duration of the Project to enable a meaningful monitoring of its progress

9. Table 4. Consolidated position of the Trust (for information only)

Table 1: APPCT Unrestricted Funds

APPCT YTD and Forecast For 8 Months Ending 30th November 2015	Cum 30/11/2015			Year 2015/16		
	Budget	Actual	Diff	Budget	Forecast	Diff
	Unrestricted Activities					
	£	£	£	£	£	£
Trust Income						
LBH Grant - Operational	1,264,000	1,889,620	625,620	1,900,000	1,889,620	(10,380)
Palace APTL Licence	126,664	126,664	0	190,000	190,000	-
Palace Leases	58,875	48,167	(10,708)	78,500	67,792	(10,708)
Park Leases	43,283	69,028	25,745	86,566	112,311	25,745
Learning & Community	3,000	22,069	19,069	3,200	22,269	19,069
Gift Aid	-	-	-	1,096,202	1,633,358	537,156
Facilities Income (Recharges to Tenants)	27,850	29,152	1,302	47,830	49,132	1,302
Total Incoming Resources	1,523,672	2,184,700	661,028	3,402,298	3,964,482	562,184
Overheads						
Cost of Sales	-	5,439	5,439	-	5,439	5,439
Wages & Salaries (including pension & Ni)	373,104	358,255	(14,849)	582,440	580,687	(1,753)
Other Wage Costs (Agency,Welfare,Travel)	34,114	16,247	(17,867)	48,460	46,593	(1,867)
Maintenance Contract Palace	355,450	295,642	(59,808)	495,450	470,531	(24,919)
Maintenance Contract Park	215,883	196,258	(19,625)	294,386	274,760	(19,625)
Repair & Maintenance Other	91,202	113,747	22,545	162,908	185,453	22,545
Security Control	311,000	297,679	(13,321)	464,100	450,779	(13,321)
Cleaning & Pest	1,000	41	(959)	2,000	1,041	(959)
Rates & Insurance	227,997	220,469	(7,528)	342,000	334,472	(7,528)
Office expenses (Hire,stationery)	71,129	63,841	(7,288)	107,410	100,122	(7,288)
Utilities	82,770	69,826	(12,944)	125,300	112,356	(12,944)
Software & IT	41,100	55,630	14,530	58,900	73,430	14,530
Sundries, Meeting & Subscriptions	27,629	15,682	(11,947)	41,845	29,898	(11,947)
Marketing, Advertising & Design	65,888	41,782	(24,106)	97,060	72,954	(24,106)
Legal & Professional	253,892	136,570	(117,322)	328,164	283,842	(44,322)
Depreciation (Unrestricted are loan Assets)	89,968	81,758	(8,210)	134,952	126,742	(8,210)
Interest on Loan Assets	42,400	52,173	9,773	63,595	73,368	9,773
Banking Costs	-	478	478	0	478	478
APTL Cost recharges	51,336	51,336	-	77,000	77,000	-
Contingency	5,000	-	(5,000)	35,000	35,000	-
Total Outgoing Resources	2,340,863	2,072,853	(268,010)	3,460,970	3,334,944	(126,025)
Result	(817,191)	111,847	929,038	(58,672)	629,538	688,210

Table 2: APPCT Designated Funds (Fixed Assets)

	£	£	£
	Received	Committed	Total
LBH Capital Grants			
LBH Grant - Capital 2015/16	100,000	300,000	400,000
LBH Grant - Agreed Carried Forward 14/15	-	115,991	115,991
Total Grants	100,000	415,991	515,991
	£	£	£
	Spent	Committed	Total
Capital Expenditure			
AC Units	6,461	-	6,461
Fire Alarm System	108,362	-	108,362
Roof Works	1,114	-	1,114
Sundries	412	-	412
Furniture	2,395	-	2,395
Generator – replacement of electric battery	12,577	-	12,577
Trend Control Ice Rink	13,674	-	13,674
Gas Main Replacement	-	200,000	200,000
Roof Repair Package Phase 1	-	85,096	85,096
Fabric maintenance	-	85,900	85,900
	144,995	370,996	515,991
	£	£	£
	Spent	Committed	Total
SIFF Expenditure (Loan)			
LED Lighting	203,601	74,779	278,380

Table 3: APPCT Restoration Project

APPCT YTD and Forecast For 8 Months Ending 30th November 2015	Cum 30/11/2015			Year 2015/16		
	Budget	Actual	Diff	Budget	Forecast	Diff
Restoration Project						
Trust Income	£	£	£	£	£	£
Donations	-	7,056	7,056	-	7,056	7,056
	-	7,056	7,056	-	7,056	7,056
Regeneration Grants	942,100	816,355	(125,745)	1,457,460	1,735,715	278,255
Match Funding	238,025	-	(238,025)	839,875	-	(839,875)
	1,180,125	816,355	(363,770)	2,297,335	1,735,715	(561,620)
Total Incoming Resources	1,180,125	823,411	(356,714)	2,297,335	1,742,771	(554,564)
Overheads						
Wages & Salaries (including pension & Ni)	46,432	34,091	(12,341)	69,644	57,303	(12,341)
Pre Construction Works	53,084	-	(53,084)	739,365	569,213	(170,152)
Design	496,550	587,190	90,640	646,569	737,209	90,640
Project Management	95,331	81,258	(14,073)	117,815	103,742	(14,073)
Quantity Surveyors Fees	120,961	64,884	(56,077)	167,529	111,452	(56,077)
CDM	3,960	-	(3,960)	6,168	2,208	(3,960)
Energy & Sustainability	2,500	-	(2,500)	5,000	2,500	(2,500)
Structural Blast	1,000	-	(1,000)	1,000	-	(1,000)
Vehicular Dynamics	550	-	(550)	550	-	(550)
Transportation	10,000	-	(10,000)	10,000	-	(10,000)
Archives	5,355	4,970	(385)	9,644	9,259	(385)
Surveys	58,500	79,820	21,320	97,500	118,820	21,320
Access	-	-	-	2,230	2,230	-
Building Control Fees	-	3,497	3,497	-	3,498	3,498
Procurement	10,000	-	(10,000)	20,000	10,000	(10,000)
External Labour	-	11,803	11,803	-	11,803	11,803
Legal	7,000	-	(7,000)	15,000	8,000	(7,000)
Banking Costs	-	7	7	-	7	7
Consultants	26,184	-	(26,184)	43,641	17,457	(26,184)
Other	912	-	(912)	1,519	607	(912)
Total Outgoing Resources	938,319	867,520	(70,799)	1,953,174	1,765,307	(187,867)
Result	241,806	(44,110)	(285,916)	344,161	(22,537)	(366,698)

Table 4: APPCT (Total Incoming and Expended resources)

APPCT YTD and Forecast For 8 Months Ending 30th November 2015	Cum 30/11/2015			Year 2015/16		
	Budget	Actual	Diff	Budget	Forecast	Diff
	Total Trust					
Trust Income	£	£	£	£	£	£
LBH Grant - Operational	1,264,000	1,889,620	625,620	1,900,000	1,889,620	10,380.45
LBH Grant - Capital	266,664	100,000	(166,664)	400,000	400,000	-
Palace APTL Licence	126,664	126,664	-	190,000	190,000	-
Palace Leases	58,875	48,167	(10,708)	78,500	67,792	(10,708)
Park Leases	43,283	69,028	25,745	86,566	112,311	25,745
Learning & Community	3,000	22,069	19,069	3,200	22,269	19,069
Gift Aid	-	-	-	1,096,202	1,633,358	537,156
Facilities & Donation Income	27,850	36,208	8,358	47,830	56,188	8,358
	1,790,336	2,291,756	501,420	3,802,298	4,371,538	569,240
Regeneration Grants	942,100	816,355	(125,745)	1,457,460	1,735,715	278,255
Match Funding	238,025	-	(238,025)	839,875	-	(839,875)
	1,180,125	816,355	(363,770)	2,297,335	1,735,715	(561,620)
Total Incoming Resources	2,970,461	3,108,111	137,650	6,099,633	6,107,253	7,620
Overheads						
Cost of Sales	-	5,439	5,439	-	5,439	5,439
Wages & Salaries (including pension & Ni)	419,536	392,346	(27,190)	652,084	637,989	(14,095)
Other Wage Costs (Agency,Welfare,Travel)	34,114	16,247	(17,867)	48,460	46,593	(1,867)
Maintenance Contract Palace	355,450	295,642	(59,808)	495,450	470,531	(24,919)
Maintenance Contract Park	215,883	196,258	(19,625)	294,386	274,760	(19,625)
Repair & Maintenance Other	91,202	113,747	22,545	162,908	185,453	22,545
Security Control	311,000	297,679	(13,321)	464,100	450,779	(13,321)
Cleaning & Pest	1,000	41	(959)	2,000	1,041	(959)
Rates & Insurance	227,997	220,469	(7,528)	342,000	334,472	(7,528)
Office expenses (Hire,stationery)	71,129	63,841	(7,288)	107,410	100,122	(7,288)
Utilities	82,770	69,826	(12,944)	125,300	112,356	(12,944)
Software & IT	41,100	55,630	14,530	58,900	73,430	14,530
Sundries, Meeting & Subscriptions	27,629	15,682	(11,947)	41,845	29,898	(11,947)
Marketing, Advertising & Design	65,888	12,076	(53,812)	97,060	43,248	(53,812)
Legal & Professional	1,145,779	969,992	(175,787)	2,211,694	1,991,839	(219,855)
Depreciation (Unrestricted are loan Assets)	279,304	240,276	(39,028)	418,952	379,924	(39,028)
Interest on Loan Assets	42,400	52,173	9,773	63,595	73,368	9,773
Banking Costs	-	485	485	-	485	485
APTL Cost recharges	51,336	81,042	29,706	77,000	106,706	29,706
Contingency	5,000	-	(5,000)	35,000	35,000	-
Total Outgoing Resources	3,468,518	3,098,891	(369,626)	5,698,144	5,353,434	(344,710)
Result	(498,057)	9,220	507,276	401,489	753,819	352,330

11. Legal Implications

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

12. Financial Implications

The Council's Chief Financial Officer has been consulted on this report and welcomes the strong income position in the unrestricted fund. There is also a level of underspending which is welcome if it is an indicator of good financial control and value for money. Where slippage on expenditure is incurred it will be important to ensure that this is reflected in future year budgets and plans. Overall however the information presented in this report indicates an overall level of good financial performance.

13. Use of Appendices

None.

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Report Title: **East Wing Restoration Project Report**

Report of: Emma Dagnes, Deputy Chief Executive, Alexandra Park and Palace

1. Purpose

1.1 The report updates the Board on the progress on the East Wing Restoration Project and seeks approval of the draft Theatre and Collections policies appended to the report.

2. Recommendations

- 2.1 That the Theatre Policy at Appendix 1 be approved;
- 2.2 That the Collections Policy at Appendix 2 be approved.

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

Contact Officer: Natalie.layton@alexandrapalace.com, Telephone: 020 8365 4335

3. Executive Summary

- 3.1 Following an in-depth procurement process Willmott Dixon were awarded the contract for the first phase of the construction project with enabling works starting January 2016.
- 3.2 The design team continue to work towards RIBA Stage 4.
- 3.3 The Theatre Policy in collaboration with Friends of the Theatre is attached as Appendix 1 for comment and approval.
- 3.4 The Collections Policy is attached as Appendix 2 for comment and approval.

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

N/A

5. Local Government (Access to Information) Act 1985

N/A

East Wing Restoration Project Programme Board

The programme board were presented with the new format of reporting which presents each area of the project with its own update report and RAG status. The content of the report presented to Programme Board is then used to update the SACCC and the Trust Board ensuring that the information provided to all committees and boards is consistent.

The below report is the first which mirrors the Programme Board update with the Theatre Policy and Collections Policy being presented for approval.

The programme board were also presented with the potential for a new learning zone in the East Court and discussion regarding the artistic finish to the banners. Both these matters will be presented in further detail to the Board during the RIBA interim Stage 4 workshop which will take place prior to the APPCT Board meeting on the 16th February 2016.

6. Enabling Works

The first stage of the construction works is on schedule to start January 2016 to the three main areas of the BBC Studios, East Court and Theatre, including the removal of internal partitions, removal of redundant services, removal and encapsulation of asbestos and the breakthrough into the first floor internal colonnade. The period of works is 20 weeks with completion due mid-June 2016

Willmott Dixon are formally starting on site and will have possession from the 25 January 2016 when hoarding will be set up around the 3 main areas (South Terrace, Rear of the BBC Tower to the East, and outside the Theatre external entrance to the North East). Health and Safety and sub-contractor visits have been taking place since the New Year.

Training and apprenticeship provisions were included in the preliminaries of the tender pack to ensure that the appointed contractor makes sufficient provision for local people to apply for opportunities in the construction phase. Now that the contract for the works has been awarded, the APP team and the wider design team will meet with the key members to discuss the structure and implementation of the training and apprenticeship programme. In addition, APP will be engaging with LB Haringey's Employment and Training team to ensure planning conditions with regards to employment and training opportunities are met.

7. Design Stage

7.1 The design team have continued to work through RIBA Stage 4 with design workshops being held every 2 weeks. The Interim Stage 4 design information was issued to Mott MacDonald commercial team for review with initial queries / clarifications issued to FCBS (Feilden Clegg Bradley Studios Architects) and responses received.

7.2 The East Wing Restoration Team are in the process of reviewing each cost item to provide clarity on areas for potential value engineering and those

areas of work needing protection. This is from the outset to get the fundamentals and main base infrastructure right.

- 7.3 The current target date is completion of RIBA Stage 4 by March 2016. The design team have a mini programme of activity prior to sign-off which includes workshops with the Board similar to the one held prior to the appointment of the contractor.
- 7.4 The live services survey, commissioned in early June to establish the location of all services (gas, electricity etc.) in the project area culminated in a full site power shut-down to locate the feed to a key distribution board. Now located, the live services consultants can use this valuable information to finalise their RIBA Stage 4 designs.

8. BBC Studios & East Court Area

- 8.1 The Design Team completed a demonstration of external lighting to the BBC tower, mast and colonnades which was well received by those present. An external lighting review has been commissioned to ensure that any initiatives relating to the East Wing integrate with the rest of the Palace and Park.
- 8.2 Following an operational workshop on the use of the Studios outside of BBC experience hours (i.e. evening events), it became apparent that Studio A would be much more suited to corporate events over Studio B. The only equipment in Studio A are high-level projectors, whilst in Studio B, the media centre, there will be a number of work stations that will be harder to move, more intensive in terms of human resources and at greater risk of damage.
- 8.3 Review work is being undertaken on the treatment of the Gallery space walls. The intention is to leave all the wall decorations in the three (currently divided) rooms to support the storytelling of how the spaces were used by the BBC and how their use changed over time as television broadcasting developed.
- 8.4 The design team have tested floor finishes for the East Court. There was also painting of the original pallet of internal colours before Christmas leading to a review with the Architects reverting back to a blue pallet, which is currently awaited.
- 8.5 A number of workshops have taken place with key members of the APP teams (Events, Sales, Ice Rink, and Catering, Facilities etc.) to ensure that the operational requirements of the East Court (lighting, power etc.) are well embedded into the RIBA 4 designs.
- 8.6 A significant amount of work has been undertaken with the operational and ice rink teams to design a new entrance system for the ice rink whilst the East Court is inaccessible. This includes new approaches for the café operation and skate hire.

9. Theatre

- 9.1 Over the last two years during the preparation for stage 1 and stage 2 HLF applications a number of cultural institutions and performance organisations have been engaged with and invited to visit the Theatre. As with all cultivation for a “new” space (albeit one built in 1876) relationships take time to nurture into collaborative artistic partnerships. From discussion with these institutions and organisations and with the Friends of the Theatre it was clear that a Theatre Policy would be needed to provide a framework for all activity undertaken in the Theatre.
- 9.2 A well renowned Theatre Programme Consultant worked with the Palace and the Friends of the Theatre to develop the draft Theatre Policy, attached to this report at Appendix 1.
- 9.3 The draft Policy sets the tone for the management and programming of the Theatre and acknowledges the challenges that will be faced to ensure a successful and complementary programme is achieved all year round.
- 9.4 It is acknowledged at this stage in the construction process that the Policy is working on the business plan as provided at the start of the project. The team at the Palace are ambitious for the space and recognise the importance of the technical specification and access to marketing support underpinning the programme. However at this stage it is not possible to outline these elements in detail. Therefore, it was considered sensible to produce an initial Theatre Policy, which will be a living document updated and re-issued as and when more information becomes available.
- 9.5 Currently the Palace is working on an opening season starting in April 2018 with four tent pole events of the highest calibre, which will provide a strong artistic profile whilst offering exceptional learning and community opportunities. The ambition of the team is to announce partnerships for the 2018 programme throughout 2016 to set the tone for the space and demonstrate commitment to its year round use.
- 9.6 Work has continued on the finer design details such as ventilation strategy, roof strengthening works and floor loadings. A series of lighting demonstrations have taken place in the auditorium to establish the most appropriate locations of light fittings within the ceiling rose.

10. Interpretation / Collections / Archive

- 10.1 The project’s consultant Curator has drafted a Collections Policy based on the Museum Associations Spectrum guidelines and, working with Kirsten Forrest (AP Regeneration Manager), refined the document for SACCC comment prior to Board presentation. They have also drafted guidelines for the use of historical images to be embedded as good practice by APP staff in the future.

- 10.2 A “Memories” recording of the conversation between Mark Evison, AP Park Manager and 101 year old Mr Charles Gill the former Head Gardner of Alexandra Park 1954-1969, has been made and will form part of the APP Digital Archive for future interpretation.
- 10.3 In November, the Interpretation Team did a presentation to all APP staff on the interpretation design and collections management. The project team received lots of positive feedback after, with some members of staff coming forward to donate their own collections.
- 10.4 APP have been offered two significant, large oil paintings of the Palace and Park by the artist Nicholas Volley. Kirsten Forrest has drawn up an agreement for their donation with the artist’s widow. Kirsten has also been working with a local contemporary printmaker Teresa Hales on fundraising initiative to mount a selling exhibition of etchings inspired by the Theatre.

11. Fundraising

- 11.1 In this quarter APP received a grant of £30,000 from American Express Foundation towards the project. Applications submitted to the two other foundations were, however unsuccessful.
- 11.2 The fundraising team have met with Arts Council, England to introduce the APP restoration project and investigate potential Arts Council funding in the future.
- 11.3 As highlighted in previous reports fundraising from Trusts and Foundations has been disappointing. The team is acutely aware that there are unrealised opportunities with Public Fundraising. However to undertake a successful public fundraising campaign which does not only achieve a one-off payment but converts into an on-going relationship, significant resource both in time and initial start-up costs must be administered.
- 11.4 With the appointment of Louise Stewart as our new Chief Executive it was agreed that a recruitment process would be initiated to appoint a Director of Fundraising and Communications. We are confident that the role will be filled prior to the start of the new financial year, with the new Director building on the considerable amount of work which has already been undertaken by our Fundraising Manager and also offering new initiatives and contacts to unlock public and private financial support.

12 . Legal Implications

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

13. Financial Implications

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

14. Use of Appendices

Appendix 1 – Alexandra Palace Theatre Policy

Appendix 2 – Alexandra Palace Collections Policy

**Alexandra Palace Theatre
Draft Theatre Policy****Programming policy**

- 1.1 London has over 200 theatres of all shapes and sizes. What London doesn't have is the unique, atmospheric and magical theatrical space that is Alexandra Palace Theatre. The Theatre is currently hidden from the public eye and consciousness. It is unlike any other space in London and, when it reopens, will contribute significantly to the capital's wider theatrical community, as well as to the existing family of spaces and activities at Alexandra Park and Palace. Critically, it will reintroduce live theatre in all its forms from spoken drama to opera and musicals, to burlesque and make a welcome contribution to the existing mix of entertainment at the Palace.
- 1.2 Throughout its varied history, the Theatre has played host to many different types of performance, reflecting its spectacular and inventive staging opportunities. This potential will be reborn through the current redevelopment and refurbishment of the East Court, providing not only a revitalised theatre, but also the wider context of welcoming communal spaces including the BBC Studios and generous public areas.
- 1.3 The management and programming of the theatre will reflect the continuing entrepreneurial vision of Alexandra Palace. It will be outward looking, innovative, open to experiment and calculated risk. It will be populist as well as challenging, it will be fun as well as difficult and it will be traditional and experimental.
- 1.4 The revitalised Theatre will continue to host a wide variety of activities, constrained only by the imagination of its users. Although the theatre will be a presenting house that does not produce its own work, it will take responsibility for the quality of the productions and activities that are offered to the public on its behalf.
- 1.5 The management challenge will be to ensure a successful and complementary programme that makes a year round offer to attract many different users and audiences, including both local and existing Alexandra Palace users as well as new audiences from across London.
- 1.6 The Theatre will allow for performances that can spill out into the East Court or into the park, it will allow for music theatre and drama, cinema showings, banquets that might seem lost in the Palace's larger venues, club performances, burlesque, cabaret, and events and performance better suited to a smaller, though still capacious venue. The Theatre

will allow Alexandra Palace to host smaller (though still significant by London theatre capacity standards), intimate, niche, experimental events to complement the popular work in its larger venues.

- 1.7 This programming policy sits alongside and complements that of Alexandra Park and Palace as a single entity. A key element will be to inform other decisions about lettings, commissions and collaborations with other spaces at Alexandra Palace and its supporting spaces (bars, foyers, function rooms, ice rink, BBC Studios and East Court as a whole).

Audience development

- 1.8 Activities and events in the Theatre will contribute towards the profile, positioning and audience development of Alexandra Park and Palace as a whole, as well as specifically to the East Court and BBC Studios. The trust is making a clear commitment to work with the local arts and performance community, as well as local school and colleges, to build local audiences and community support.
- 1.9 We will engage with all the communities in the theatre's catchment area. We will expect productions and performers booking the Theatre to offer behind the scenes tours, outreach workshops, Q&A sessions and discounted school bookings where appropriate.
- 1.10 Alexandra Palace will work with local arts and community groups to develop outreach programmes and collaborations in and about the theatre. We will engage with schools and community groups to build an informed, enthusiastic and critical local audience for performances at the theatre.

Hires policy

- 1.11 Our policy is that productions in the Theatre will need to demonstrate the highest quality in their genre. We will encourage the best performers and companies to visit the theatre by offering competitive deals, excellent support and an engaged audience. We will evaluate prospective hirers proposals on the quality of their production plans, demonstrable track records and supporting marketing and audience development plans.
- 1.12 The Theatre will welcome a wide range of events to be hosted in its space, whether on stage or utilising the flat floor auditorium. However, we may on occasion turn down requests for venue hire because we feel that there may be a conflict with our programming policy. The theatre premises cannot be hired where the business or activities of the hirer or the nature of the event may (in the opinion of the management) be detrimental to the Alexandra Park and Palace status or reputation. The subject matter of events as well as ethos of companies hiring our spaces will always be considered. We will take enquiries from anyone to hire our spaces, but reserve the right to refuse.

- 1.13 Prospective users will be expected to contact us to discuss initial ideas and availability, visit the Theatre to see resources and talk to appropriate staff. We will expect any prospective users to employ or to engage an experienced event producer. Since the Theatre is only technically equipped in basic formats, hirers may need to supplement further technical requirements from their own resources.
- 1.14 All bookings made with the Theatre will be granted strictly for the purposes agreed and will only be accepted on that basis. It will be the responsibility of the hirer to fully disclose the nature of the hirer's proposed programme and activities and the type and content of the event to the management at the time of requesting the booking.
- 1.15 We will hire our facilities at different rates to professional organisations, community groups and charities, and educational establishments, defined as:
- Professional organisations that operate for profit;
 - Community groups that are not profit making. Any surplus generated from activity is retained within the organisation. Community groups may pay suppliers (for example musicians playing at a musical theatre showing) without compromising their status;
 - Charities registered in their own right, submitting an annual return to the Charity Commission, also including social enterprises;
 - Schools are as recognised in either the state or independent sector, plus tertiary and training organisations.
- 1.16 Our customers and audience can expect the highest quality of service when they visit the Theatre. Staff will be polite, informed and helpful. Signage will be informative. Our staff will exceed expectations to create an excellent customer / audience / visitor experience.

Operations policy

- 1.17 The Park and Palace has found a successful balance of music, entertainment, education and fun. The Park and the Palace are open all year round; make more lettings and host more events than ever before in its history. The Theatre will contribute to the vibrancy of Alexandra Palace by bringing theatrical productions into the mix and will work alongside major and smaller events elsewhere in the Palace and Park to widen the range and type of performances, strengthen the financial position of the Trust and increase the range of available spaces in the Palace.
- 1.18 Operationally, the Theatre Manager and the Account Manager (theatre sales) will work closely with their Events and Sales colleagues to make sure that the offer in the theatre complements and neither competes or conflicts with other venues and activities at Alexandra Palace. For instance, until the theatre is in full operation the extent of sound bleed through shared walls with other performance spaces in Alexandra

Palace cannot be fully tested, nor the exact staffing capacity required to manage multiple venues in operation at the same time.

- 1.19 The Alexandra Palace team will continuously explore and learn about the operation of the theatre, integrating it into the wider operation of Alexandra Palace, while maintaining a distinct identity and distinct programming for the Theatre. This programming strategy is therefore a start-up policy for the Theatre and will be reviewed and revised as required to find out what works best for Alexandra Palace, its existing and new audiences, the wider theatrical and music world, and our local communities and stakeholders.

Barker Langham Business Plan implications

- 1.20 The Barker Langham Business Plan underpins this Programming and Operations Policy. It projects the financial contribution of the Theatre to Alexandra Palace as:

Year	£K	Cumulative total £K
16/17	-5.0	-5.0
17/18	-41.4	-46.4
18/19	54.5	7.6
19/20	107.0	114.6
20/21	133.2	247.8
21/22	159.5	381.0
22/23	159.5	540.5
23/24	159.5	700.0
24/25	185.7	885.7
25/26	185.7	1,071.4
26/27	185.7	1,257.1

- 1.21 The Theatre is planned to be a self-supporting revenue unit. Initial financial projections have been sensibly modest. Early tasks will be to fully understand the operating costs of the theatre, so that the correct cost of a seat (in all the possible configurations) and the cost of the auditorium (as an unseated venue) can be appreciated by the management and external users alike. Equally, how the bar and foyer, the First Floor Function Room and other bookable spaces will be costed for lettings.
- 1.22 In this context, the Theatre management will be able to test the business plan in greater detail against the programming policy, operating policy and the 5-year operational plan. However, the £1.27m that the theatre is expected to contribute towards Alexandra Palace's revenue over 10 years remains yet to be proven. Revisions to the business plan may need to rephrase the positive financial contribution of the Theatre.

Background

- 1.23 The first Theatre at Alexandra Palace opened with a dramatic spectacle with Mlle Rita Sangalli, the premiere danseuse of the Grand Opera Paris, and then promptly closed when it and the rest of Alexandra Palace burned down.
- 1.24 The second Theatre opened in May 1875 with Offenbach's operetta *Breaking the Spell* and a grand spectacular ballet.
- 1.25 The Victorian Directors of Alexandra Palace and of the theatre had ambitions to stage operatic and dramatic performances and encourage "dramatic tastes which are not too low to merit cultivation". The many different managements of the theatre started with lofty ambitions, but ended with performances such as *Chippys in Japan (1898)*, a musical comedy featuring oriental dancers, a fire eater, Sudanese performers and the celebrated Levy family from Algiers. While theatre and opera performances continued after Alexandra Palace became publicly owned, the theatre was adapted to show films and became a popular cinematograph. After the First World War the theatre was refurbished by its then General Manager and then used as a rehearsal space and a West End try out. In the 1930's the BBC used the Theatre as a prop store and effectively ended its use as a performance space.
- 1.26 The Theatre was designed primarily for music theatre, drama and spectacle and, essentially, as a receiving house. While there were occasional resident companies, for instance the autumn residencies of the Carl Rosa Opera Company in 1875 and 1876, most of the productions were by touring and visiting companies, or short lived ad-hoc companies formed by the Theatre's management for specific productions.
- 1.27 The Theatre's legacy of spectacular and inventive staging of musical theatre in all its forms has been identified in the Barker Langham Business Plan for the theatre, and is wholly reflected in this programming and operations policy.

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Name of organisation: Alexandra Park and Palace Charitable Trust (APPCT)

Name of governing body: Alexandra Palace and Park Board

Date on which this policy was approved by governing body: *Insert date*

Policy review procedure:

The collections development policy will be published and reviewed from time to time, at least once every five years.

Date at which this policy is due for review: 01/02/2019

London Borough of Haringey will be notified of any changes to the collections development policy, and the implications of any such changes for the future of collections.

Relationship to other relevant policies/plans of the organisation:

- 1.1. Alexandra Park and Palace's statement of purpose is:**
"To uphold, maintain and repair the Palace and to maintain the Park and Palace as a place of public resort and recreation and for other public purposes."
Alexandra Park and Palace Act 1985
- 1.2. The governing body will ensure that both acquisition and disposal are carried out openly and with transparency.**
- 1.3. By definition, the organisation has a long-term purpose and holds collections in trust for the benefit of the public in relation to its stated objectives. The governing body therefore accepts the principle that sound curatorial reasons must be established before consideration is given to any acquisition to the collection, or the disposal of any items in the Alexandra Park and Palace's collection.**
- 1.4. Acquisitions outside the current stated policy will only be made in exceptional circumstances.**
- 1.5. The organisation recognises its responsibility, when acquiring additions to its collections, to ensure that care of collections, documentation arrangements and use of collections will meet the expectations of the cultural heritage community. It will take into account limitations on collecting imposed by such factors as staffing, storage and care of collection arrangements.**
- 1.6. Alexandra Park and Palace will undertake due diligence and will not acquire, whether by purchase, gift, bequest or exchange, any object or specimen unless the governing body or responsible officer is satisfied that the organisation can acquire a valid title to the item in question.**

History of the collections

The Alexandra Park and Palace collections relate to the first Palace of 1873, which burned down 16 days after opening, and to the current second Palace of 1875.

The historic collection includes administrative records, photographs, posters, ephemera relating to events in the Park and Palace. The materials were compiled by Alexandra Palace until 1980 when ownership of the Park and Palace was transferred from the Greater London Council to Haringey Council. Following the transfer of ownership the records were moved by the Greater London Record Office to the local authority archive at Bruce Castle Museum. Shortly thereafter a second fire destroyed much of the Palace fabric. The historic records at Bruce Castle have been catalogued in two distinct groups; the Alexandra Park and Palace Collection which focuses primarily on ephemera and the Trustees of the Alexandra Park and Palace Collection which contains the administrative and financial records.

After the fire of 1980, administrative records and photographs associated with the rebuilding, and ephemera of the period remained in storage at Alexandra Palace. In recent years a small, but significant collection of historic materials related to Alexandra Park and Palace have been acquired by the APPCT Learning & Community department.

In 1935 the south-east wing of the Palace was leased to the BBC for the first high-definition television service. Broadcasts began in 1936 until WWII ceased transmissions in 1939. The service resumed in 1946 and ran until 1969. The Studios were then used exclusively by the newly established Open University who broadcast from Alexandra Palace until 1980. The administrative records of the BBC are retained by the corporation at the BBC Written Archive in Caversham. The Open University records are held by their Library Services in Milton Keynes. Almost all equipment and artefacts were removed from the Studios by the BBC. The BBC's collection of historic equipment was passed to the National Media Museum in 2012. A small quantity of historic equipment and some fixtures and fittings are the only remaining materials at Alexandra Palace.

Two independent collections have been formed under the name of Alexandra Palace. The Alexandra Palace Television Society (APTS) holds the records and collections of former BBC staff members who worked at the Alexandra Palace studios. The materials are unique from those held by the BBC's Written Archives as they contain personal inscriptions from staff. The compiled collection is held by the Society archivist Simon Vaughan in Derby.

The Alexandra Palace Television Group (APTG) are a collective of enthusiasts who have compiled a collection of television and radio equipment for the purpose of supporting a visitor attraction at Alexandra Palace. In 2001 the collection was installed in Studio A and has been used during heritage tours of the Palace and as part of the 75th anniversary celebrations in 2011. The collection is maintained by the Group's Chairman John Thompson. Some rationalisation of the collection has been undertaken in recent years. Some of the collection is now in storage at Alexandra Palace.

3. An overview of current collections

The collections currently owned by APPCT are the historical materials remaining onsite and materials recently acquired by the Learning & Community department, in addition to the heritage features of the building fabric.

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The Alexandra Palace building is Grade II listed. Much of the western side of the structure was damaged or destroyed by the fire in 1980. The BBC Studios and the Victorian Theatre in the eastern side survived, though the backstage areas of the Theatre were lost. Significant heritage features remain in the Studios and Theatre. The Victorian Theatre retains plaster work and decoration from a 1920's renovation. The stage itself is a rare survivor of its type, built at the height of Victorian stage craft. Much of the stage machinery remains in situ and intact, including star traps, coffin trap and an elaborate weights and pulley system for quick changes of scenery. The stage machinery is considered to be part of the building fabric and is therefore the responsibility of the Alexandra Palace building management team. The existing lists of heritage assets have been consolidated into a complete record of heritage assets as part of the restoration project. This list will be checked after building works are completed and on a regular basis following opening to the public.

The BBC Studios' mechanical installations evolved over the period during which the service was in operation; the majority were removed following the 1980 fire. On-air lamps, brass port hole door windows, and the Studio A gallery, window and ladder remained in-situ. The significant heritage features have been listed ahead of restoration building works to be reincorporated into the studio spaces. Other objects and building elements are in storage within the Palace.

There is a bowling green behind the BBC Studios. Some fixtures remain in situ and some have been removed and stored prior to restoration works beginning. In the basement are objects associated with the internees during the world wars. These will be listed as part of ongoing cataloguing of all collections of historic importance at Alexandra Palace.

In partnership with Bruce Castle Museum, London Borough of Haringey, APPCT will arrange for the digitisation of selections of the Alexandra Park and Palace Collection, APTS collections, APPCT collections and some of the private collections. These digital surrogates of materials held by APPCT and elsewhere will be used for research and interpretation both onsite and online to provide the widest possible access to the material heritage of Alexandra Park and Palace. The digital surrogates are subject to licensing arrangements with the objects' original owners and will constitute an independent resource separate from the formal accessioned collections of APPCT. The files will be held in a dedicated collections management system and will retain the respective owners' identification reference codes.

4. Acquisitions policy

1. **The Victorian Theatre** is a key component of the regeneration for which there is little surviving first hand material. Bruce Castle and the V&A each hold only a small number of programmes. APPCT already holds the important 1920s lease to Archie Pitt and designs drawn up by the BBC to adapt the Theatre into a third television studio. A significant privately held collection will be digitised to incorporate into the digital database. Programmes, posters, tickets, librettos and photographic records will be actively collected. These materials will enhance the interpretation and help to improve understanding of the space and its performance history.
2. **Oral histories** will capture first-hand accounts of individuals who have an historic association with the Park and Palace. Interviews focussing on the BBC television service will complement and expand the collections of the BBC, Royal Television Society and the Broadcasting Entertainment Cinematograph and Theatre Union (BECTU) oral histories collections.

3. **First and Second World Wars** - APPCT will actively collect materials related to WWI internees at Alexandra Palace. Current collections include contemporary photographs, objects and paintings created by internees. Items remaining on site will be identified and secured as part of the formal responsibility of the APPCT collection.
4. **Entertainment and Leisure** - Performances and events staged in the Park and Palace throughout its history are integral to understanding the development of popular entertainment more broadly as well as reflecting the founders vision to 'entertain, inform and educate'. Priority will be given to materials that are not currently held by external organisations, however some duplication of Bruce Castle collections is intended to facilitate use of archival assets. Photographs, postcards, prints, posters, flyers, programmes and materials originating from the Park and Palace will be prioritised over contemporary reviews and accounts in printed media. Late-nineteenth and early-twentieth century materials will be prioritised including ephemera relating to entertainments in the park - the racecourse, ski slope and swimming pools.

Popular music will be a key theme to explore and APPCT will actively collect around the 1967 music 'happenings', the '14 Hour Technicolor Dream' and 'Love In'. Collecting will also look at the MTV and Brit award ceremonies held at the Palace and major musical performances; including Led Zeppelin, Morrissey, the Stone Roses, Jay-Z and Björk. This aspect is under-represented in external archives and informs the recent history of the Park and Palace.

5. **Television** - APPCT will collect materials associated with television production from Alexandra Palace but will not duplicate the collections of the BBC or Open University. APPCT will collaborate on appropriate acquisitions with the Alexandra Palace Television Society (see 7.3). Collecting will prioritise materials related to individuals, BBC staff and performers. Provenance must be clearly related to Alexandra Palace and the nature of the material unique from that held by the BBC or Open University. Materials may include production papers, scripts, running orders, floor plans, internal communications, photographs and ephemera. Contemporary contextual materials will be acquired such as promotional booklets and trade show programmes that have a clear link to television from Alexandra Palace.
6. **Park and Palace Site** - Both the Alexandra Park and two Alexandra Palace buildings have changed dramatically over the period of their existence. APPCT will collect maps, plans, photographs, prints, paintings, documents and objects that record the history of the site and structures. Archaeological discoveries onsite that relate to the history of the site will be retained in accordance with clauses 9, 10 and 11.
7. **Contemporary** - Contemporary collecting will take a representative selection of programmes, flyers, posters and ephemera for events across the Park and Palace. Collecting will look at musical acts, as outlined above; sporting events, exhibitions, and events such as the annual Fireworks display. Examples of generic APPCT branding and advertising will be retained, however it is not intended that the collection maintain the administrative records for APPCT.

Collecting will prioritise printed and two-dimensional materials to take into account demands on storage. Memorabilia and commemorative objects will be acquired with consideration to space and material care. APPCT does not have climate controlled stores and therefore chemically stable items will be prioritised over those made from volatile or delicate

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materials. Items of historic value remaining on-site that do not constitute elements of the building fabric will be incorporated into the APPCT collection.

8. Television technology objects

Objects associated with television will be acquired to support the permanent display within the BBC Studios and for temporary display. The display will investigate the development of television in the context of entertainment during the lifespan of Alexandra Palace; starting with Victorian optical toys from circa-1873, cinema equipment from 1908-1914 during which the Theatre was used for film screenings, inventions that lead to television including radio and the gramophone, early television experiments and the BBC's 30 line service. Objects associated with the Alexandra Palace television service including cameras, receivers, technical equipment and installations, production materials and merchandising will be prioritised.

The display will be facilitated with loans from APTG, the National Media Museum and private owners. In order to complete a comprehensive display, APPCT will acquire selected objects by donation or purchase only when a suitable loan cannot be arranged or if acquisition proves more economically viable. APPCT will actively seek objects used for the Alexandra Palace service, however those that are not selected for display may be passed to APTS or transferred to the National Media Museum where they can be more adequately cared for. Any accessioned objects removed from display permanently will remain in secure storage at Alexandra Palace pending deaccession and disposal as outlined in clauses 5, 14 and 15.

9. Digital database

The material heritage of Alexandra Park and Palace is well represented in the collections outlined in clauses 3 and 6. In order to develop a sustainable collection APPCT will digitise its own, and external collections to create a unified internal resource to support interpretation onsite and through web based platforms. The scope of the digitised resources will follow that outlined above to incorporate collections from Bruce Castle Museum, the Alexandra Palace Television Society and private collections. This will increase the range of Alexandra Park and Palace heritage available to the public and internally to APPCT, without unnecessarily duplicating efforts of the partnering organisations.

Ownership of the contents of the digital database will remain with the respective owners and will be licensed to APPCT ahead of digitisation. The digital records will not be accessioned into the APPCT collection and will retain the original numbering of each organisation. Materials entered into the digital database, though not formal accessions, will follow the same considerations as outlined in this document.

5. Disposal policy

1. The organisation will dispose of collection materials for the following reasons:

- **The material does not sit within the collections policy**
- **There is no appropriate storage for the material**
- **The material is beyond conservation**

2. Disposal will be arranged:

- **By offer to a partner organisation or recognised national collection**

- **By offer to another local organisation - Bruce Castle Museum having first refusal unless there is a more appropriate collections facility**
- **By offer to the wider museums sector**
- **If the value of the material is significant and no local museum expresses interest, sale by auction or other public process will be considered**
- **If the material is hazardous or damaged beyond value to external parties, disposal by destruction will be considered as a last resort**

Priorities for disposal will be second generation materials that are currently kept with original historical materials. In particular surrogates of items held elsewhere for which APPCT have no claim on copyright. Duplicate materials will be disposed of. Where multiple near identical items are present, such as reference photographs, a representative sampling only will be retained.

3. **The organisation recognises that the principles on which priorities for rationalisation and disposal are determined will be through a formal review process that identifies which collections are included and excluded from the review. The outcome of review and any subsequent rationalisation will not reduce the quality or significance of the collection and will result in a more useable, well managed collection.**

The procedures used will meet professional standards. The process will be documented, open and transparent. There will be clear communication with key stakeholders about the outcomes and the process.

6. Collecting policies of other organisations

1. **The organisation will take account of the collecting policies of museums and other organisations collecting in the same or related areas or subject fields. It will consult with these organisations where conflicts of interest may arise or to define areas of specialism, in order to avoid unnecessary duplication and waste of resources.**
2. **Specific reference is made to the following organisations:**

Bruce Castle Museum

Bruce Castle Museum (BCM) holds the historical collections of Alexandra Park and Palace. APPCT will not seek to duplicate or recreate the administrative and financial records held in the Trustees of the Alexandra Park and Palace collection. Where appropriate material relating to this collection may be offered for donation to BCM, solely at the discretion of APPCT.

There is substantial overlap with the APPCT Collection Development Policy and material contained in the Alexandra Park and Palace Collection held by BCM. To respect the finite collection acquired by BCM in 1980, APPCT will actively collect within these areas to enrich the accumulated material history of Alexandra Park and Palace, independent of BCM. The organisation will prioritise acquisition of materials that are not held by BCM and in particular focus on contemporary collecting.

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As the Local Authority Archive for London Borough of Haringey BCM holds the historic records of the area. APPCT will acquire materials only where they relate explicitly to Alexandra Park and Palace and will not acquire contextual records from the wider area.

V&A Theatre and Performance Collections / University of Bristol Theatre Collection

Both the V&A and University of Bristol have extensive collections on the history of the British stage and theatrical performance. Both organisations have holdings related to Alexandra Palace though neither target acquisitions on the Palace. APPCT will not seek to acquire any material related to the wider subject of theatre and the performing arts when it does not relate explicitly to Alexandra Palace. The V&A maintains a comprehensive collection of programmes of theatrical performance in London and, in line with other similar theatrical venues, APPCT will offer for donation examples of all relevant performances to the V&A following reopening in 2018.

Imperial War Museum

The Imperial War Museum holds collections related to the internees at Alexandra Palace during both World Wars. APPCT will focus collecting on the experiences of internees and not seek to collect within the wider context of the First or Second World War. APPCT will consider collecting material related to Luftwaffe bombings and the Blitz only when it is directly related to the beam bending operations implemented from the Alexandra Palace transmitter mast.

National Media Museum, Science Museum Group

The National Media Museum holds the National Television Collection, which contains a number of historic artefacts from the Alexandra Palace television installation, including the Intermediate Film Technique (IFT) camera, Emitron cameras, stands and dolly, and Marconi-EMI vision transmitter. It also contains John Logie Baird's early experimental apparatus and other iconic artefacts related to the development of television. APPCT will not acquire television objects except for permanent or temporary public display. There will be a necessary duplication of materials to facilitate a comprehensive display. Any materials offered to APPCT that cannot be displayed will be forwarded to the National Media Museum.

BBC / BFI / Kaleidoscope / London's Screen Archives

APPCT will not collect moving image materials. If approached with moving image materials all BBC content will be directed first to the BBC. Following this, and for other broadcasters' content, materials will be directed to the BFI who hold the national collection of television footage. If neither are accepted donors will be directed to heritage television organisation Kaleidoscope. All other Alexandra Palace related moving image materials will be handled by London's Screen Archives, under Film London; if the footage can be considered of national or international importance it will first be offered to the BFI.

3. The organisation will form collaborative acquisition with the following organisation:

Alexandra Palace Television Society

APPCT has a mutually beneficial arrangement with APTS whereby collections items will be loaned to APPCT on a long term basis. The collection will be digitised and no charge

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will be made between organisations for the use of the digital or physical materials. In respect of this arrangement materials that complement the collecting policy of APTS may be placed under their ownership. Such items will either be passed to the Society archivist, or kept on loan at Alexandra Palace dependent on storage and public access considerations, agreed by both parties. These items are the records of former BBC staff members working at the Alexandra Palace television studios.

7. Archival holdings

The collection will not be responsible for archiving the financial and administrative records of APPCT or Alexandra Palace Trading Limited. APPCT will collect records, photographs and paper documents in line with the collection policy outlined above.

APPCT will hold a compiled 'digital database' containing select digital surrogates of the APPCT owned collections, BCM Alexandra Park and Palace Collection, APTS and privately owned materials. These surrogates will respect the original ownership and are subject to agreed usage arrangements. Digital surrogates and the 'digital database' will be held in a dedicated collections management system but will not be accessioned or considered part of the formal APPCT collection.

8. Acquisition

1. The policy for agreeing acquisitions is:

All materials offered to APPCT by either donation or sale will first be considered in respect to their appropriate significance to the collecting policy outlined above. No materials will be accepted blindly. Materials must remain with the donor until the appropriate internal procedures have been completed. Potential acquisitions will be forwarded to the Curator/Regeneration Manager/Learning Officer for consideration, an acquisitions form must be completed which details the relevance of the item to the collecting policy and outlines sustainable long term storage.

Where materials are offered for donation and meet all criteria these will be accepted by the Curator/Regeneration Manager/Learning Officer and an acquisition receipt signed by the donor and relevant APPCT staff member. Donations of materials that are large in volume, contain hazardous materials, or will put potential pressure on APPCT resources must be referred to the Alexandra Palace and Park Board along with the completed acquisition form and an outline from an APPCT staff member as to why the material should be accepted. Final decision will rest with the Board, after which completion of acquisition or refusal will revert to the Curator/Regeneration Manager/Learning Officer.

Materials offered for sale will follow the initial procedure above. Items of low value, under-£50, will be authorised by the Curator/Regeneration Manager/Learning Officer. Items above £50 must be referred to the Chief Executive/Director of Regeneration with a completed acquisitions form and outline of relevance. Items of value greater than £500 must be authorised by the board as outlined above.

2. The organisation will not acquire any object or specimen unless it is satisfied that the object or specimen has not been acquired in, or exported from, its country of origin (or any intermediate country in which it may have been legally owned) in

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violation of that country's laws. (For the purposes of this paragraph 'country of origin' includes the United Kingdom).

3. In accordance with the provisions of the UNESCO 1970 Convention on the Means of Prohibiting and Preventing the Illicit Import, Export and Transfer of Ownership of Cultural Property, which the UK ratified with effect from November 1 2002, and the Dealing in Cultural Objects (Offences) Act 2003, the organisation will reject any items that have been illicitly traded. The governing body will be guided by the national guidance on the responsible acquisition of cultural property issued by the Department for Culture, Media and Sport in 2005.

9. Human remains

The organisation does not hold or intend to acquire any human remains.

10. Biological and geological material

The organisation will not acquire any biological or geological material.

11. Archaeological material

1. The organisation will not acquire archaeological material (including excavated ceramics) in any case where the governing body or responsible officer has any suspicion that the circumstances of their recovery involved a failure to follow the appropriate legal procedures.
2. In England, Wales and Northern Ireland the procedures include reporting finds to the landowner or occupier of the land and to the proper authorities in the case of possible treasure (i.e. the Coroner for Treasure) as set out in the Treasure Act 1996 (as amended by the Coroners & Justice Act 2009).

12. Exceptions

1. Any exceptions to the above clauses will only be because the organisation is:

- o acting as an externally approved repository of last resort for material of local (UK) origin
- o acting with the permission of authorities with the requisite jurisdiction in the country of origin

In these cases the organisation will be open and transparent in the way it makes decisions and will act only with the express consent of an appropriate outside authority. The organisation will document when these exceptions occur.

13. Spoliation

The organisation will use the statement of principles 'Spoliation of Works of Art during the Nazi, Holocaust and World War II period', issued for non-national museums in 1999 by the Museums and Galleries Commission.

14. Disposal Procedures

1. All disposals will be undertaken with reference to Museums Association guidance.
2. The governing body will confirm that it is legally free to dispose of an item. Agreements on disposal made with donors will also be taken into account.
3. When disposal of an item is being considered, APPCT will establish if it was acquired with the aid of an external funding organisation. In such cases, any conditions attached to the original grant will be followed. This may include repayment of the original grant and a proportion of the proceeds if the item is disposed of by sale.
4. When disposal is motivated by curatorial reasons the procedures outlined below will be followed and the method of disposal may be by gift, sale, exchange or as a last resort - destruction.
5. The decision to dispose of material from the collections will be taken by the governing body only after full consideration of the reasons for disposal. Other factors including public benefit, the implications for the organisation's collections and collections held by museums and other organisations collecting the same material or in related fields will be considered. Expert advice will be obtained and the views of stakeholders such as donors, researchers, local and source communities and others served by the organisation will also be sought.
6. A decision to dispose of a specimen or object, whether by gift, exchange, sale or destruction (in the case of an item too badly damaged or deteriorated to be of any use for the purposes of the collections or for reasons of health and safety), will be the responsibility of the governing body of the organisation acting on the advice of professional curatorial staff, if any, and not of the curator or manager of the collection acting alone.
7. Once a decision to dispose of material in the collection has been taken, priority will be given to retaining it within the public domain. It will therefore be offered in the first instance, by gift or sale, directly to partner organisations or Accredited Museums likely to be interested in its acquisition.
8. If the material is not acquired by any partner or Accredited Museum to which it was offered as a gift or for sale, then the museum community at large will be advised of the intention to dispose of the material normally by notice in specialist publications and websites (as appropriate).
9. The announcement relating to gift or sale will indicate the number and nature of specimens or objects involved, and the basis on which the material will be transferred to another collection. Preference will be given to expressions of interest from Accredited Museums.

If no expressions of interest have been received, the organisation may consider disposing of the material to other interested individuals and organisations giving priority to organisations in the public domain.

10. Any monies received by the organisation governing body from the disposal of items will be applied solely and directly for the benefit of the collections. This normally means the purchase of further acquisitions. In exceptional cases, improvements relating to the care of collections in order to meet or exceed industry standard requirements relating to the risk of damage to and deterioration of the collections may be justifiable. Any monies received in compensation for the damage, loss or destruction of items will be applied in the same way.
11. Full records will be kept of all decisions on disposals and the items involved and proper arrangements made for the preservation and/or transfer, as appropriate, of the documentation relating to the items concerned, including photographic records where practicable.

Disposal by destruction

12. If it is not possible to dispose of an object through transfer or sale, the governing body may decide to destroy it.
 13. It is acceptable to destroy material of low intrinsic significance (duplicate mass-produced articles or common specimens which lack significant provenance) where no alternative method of disposal can be found.
 14. Destruction is also an acceptable method of disposal in cases where an object is in extremely poor condition, has high associated health and safety risks or is part of an approved destructive testing request identified in an organisation's research policy.
 15. Where necessary, specialist advice will be sought to establish the appropriate method of destruction. Health and safety risk assessments will be carried out by trained staff where required.
15. Disaster Planning
1. In the event of destruction of collections storage in full or part, where security and adequate conditions are compromised, the collection will be temporarily rehoused at Bruce Castle Museum or an archival standard storage facility. During this evacuation the collections will remain under ownership and management of APPCT.
 2. Should APPCT cease to exist as an operating entity the collections will come under direct management of the APPCT parent organisation London Borough of Haringey, whose archive services are delivered by Bruce Castle Museum.
 3. Following transfer of surviving collections to Bruce Castle Museum, deaccession and disposal will be administered to the parameters outlined in this document.

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