

NOTICE OF MEETING

ALEXANDRA PALACE AND PARK BOARD

**Tuesday, 12th April, 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 Representatives: Colin Marr (Alexandra Park and Palace Conservation Area Advisory Committee), Nigel Willmott (Friends of the Alexandra Palace Theatre), and Gordon Hutchinson (Friends of Alexandra Park)

Advisory Non Voting Board Members: Robert Kidby

Observer: Councillor Stephen Mann

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 17 & 24 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 - 14)

- i. To approve the unrestricted minutes of the Alexandra Palace and Park Board held on 16th February 2016 as an accurate record of the proceedings.
- ii. To receive and consider the draft minutes of the Joint Alexandra Park & Palace Statutory Advisory Committee and the Alexandra Palace & Park Consultative Committee held on 2nd February 2016.
- iii. To receive the draft minutes of the Alexandra Park & Palace Statutory Advisory Committee held on 2nd February 2016.

7. REPORT OF THE CHIEF EXECUTIVE OFFICER (PAGES 15 - 18)

To receive the report of the Chief Executive, Alexandra Park & Palace, which updates the Board on issues including:

- Strategic Vision
- Governance
- HR Audit
- Internal Audit

- Business Planning
- Wood Green Regeneration

8. PARK ACTIVITIES (PAGES 19 - 26)

To receive the report of the Park Manager which updates the Board on the progress on the new Grounds Maintenance Contract, the Go Ape proposal, and work on replacing and repairing utilities and services in the Park.

9. LEARNING AND COMMUNITIES (PAGES 27 - 30)

To receive the report of the Learning Officer, which updates the Board on the Learning and Community Programme.

10. COMMERCIAL UPDATE (PAGES 31 - 44)

To receive the report of the Commercial Director which reviews major activity undertaken in the 4th quarter of the 2015/16 trading year, and provides a forward focus on the 1st Quarter of financial trading year 2016/17.

11. NEW-LOOK WEBSITE PRESENTATION

To receive a presentation on the new-look website.

12. EAST WING RESTORATION PROJECT (PAGES 45 - 52)

To receive the report of the Deputy Chief Executive which updates the Board on the progress on the East Wing Restoration Project.

13. TRUST FINANCIAL REPORT (AND ANNUAL ACCOUNTS TIMETABLE)

TO FOLLOW

14. RESERVES POLICY (PAGES 53 - 58)

To receive the report of the Director of Finance and Corporate Resources, which explains the requirement to publish and adopt a reserves policy by Alexandra Park and Palace Charitable Trust and proposes a draft reserve policy for adoption.

15. STORAGE UNIT PROPOSAL (PAGES 59 - 76)

To receive the report of the Deputy Chief Executive, which provides the Trust Board with details of a proposed new project – West Yard Storage Project outlining the principles behind the project, the work completed so far and the developing business case and design solutions.

Note – the comments of the Statutory Advisory and Consultative Committees will be made available following the Joint Statutory Advisory and Consultative Committee meeting on 5 April 2016.

16. ALEXANDRA PALACE AND PARK BOARD WORK PROGRAMME (PAGES 77 - 78)

To receive and note the work programme for 2016/17.

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

18. FUTURE MEETINGS

Tuesday 19 July 2016
Tuesday 6 December 2016
Tuesday 14 February 2017

19. EXCLUSION OF THE PUBLIC AND PRESS

Items 20 through to 23 are likely to be subject of a motion to exclude the press and public from the meeting as they contain exempt information as defined in Section 100a of the Local Government Act 1972; Para 1 – information relating to any individual, Para 2 – Information which is likely to reveal the identity of an individual, Para 3 - information relating to the business or financial affairs of any particular person (including the authority holding that information), and Para 5 – Information in respect of which a claim to legal professional privilege could be maintained in legal proceedings.

20. EXEMPT MINUTES (PAGES 79 - 82)

To approve the exempt minutes of the Alexandra Palace and Park Board held on 16 February 2016.

21. EXEMPT CHIEF EXECUTIVE REPORT

TO FOLLOW

22. EXEMPT PROVISION OF ESTATE GUARDING TO ALEXANDRA PALACE (PAGES 83 - 92)

23. EXEMPT - CREATIVE WORKSPACE

TO FOLLOW

24. 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, 4 April 2016

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**MINUTES OF THE ALEXANDRA PALACE AND PARK BOARD
TUESDAY, 16 FEBRUARY 2016**

Councillors Joanna Christophides (Chair), Tim Gallagher (Vice-Chair), Patrick Berryman, Bob Hare, Liz McShane and Stephen Mann

Non-Voting Representatives: Gordon Hutchinson, Colin Marr and Nigel Willmott

Observer: Councillor Stephen Mann

Also present: Louise Stewart (Chief Executive, Alexandra Park and Palace), Emma Dagnes (Deputy Chief Executive, Alexandra Park and Palace), Mark Evison (Park Manager, Alexandra Park and Palace), Lucy Fenner (Commercial Director, Alexandra Park and Palace), Dorota Dominiczak (Director of Finance and Resources, Alexandra Park and Palace), Simon Fell (Head of Event Operations, Alexandra Park and Palace), Isobel Aptaker (Learning Officer, Alexandra Park and Palace), Neville Murton (Head of Finance, LB Haringey) and Felicity Foley (Clerk, LB Haringey).

**MINUTE
NO.**

SUBJECT/DECISION

APBO65.	FILMING AT MEETINGS Noted.
APBO66.	APOLOGIES FOR ABSENCE Apologies for absence were received from Councillor Stennett and Bob Kidby.
APBO67.	URGENT BUSINESS None.
APBO68.	DECLARATIONS OF INTERESTS None.
APBO69.	QUESTIONS, DEPUTATIONS OR PETITIONS None.
APBO70.	MINUTES <u>Alexandra Palace and Park Board – 17 November 2015</u> RESOLVED that the minutes of the Alexandra Palace and Park Board held on 17 November 2015 be approved as a correct record of the meeting. <u>Alexandra Palace and Park Board – 26 November 2015</u> RESOLVED that the minutes of the Alexandra Palace and Park Board held on 26 November 2015 be approved as a correct record of the meeting.

**MINUTES OF THE ALEXANDRA PALACE AND PARK BOARD
TUESDAY, 16 FEBRUARY 2016**

	<p><u>Statutory Advisory Committee – 20 October 2015</u></p> <p>RESOLVED that the minutes of the Statutory Advisory Committee held on 20 October 2015 be noted.</p> <p><u>Joint Statutory Advisory and Consultative Committee – 20 October 2015</u></p> <p>RESOLVED that the minutes of the Joint Statutory Advisory and Consultative Committee held on 20 October 2015 be noted.</p>
<p>APBO71.</p>	<p>PARK ACTIVITIES UPDATE</p> <p>RECEIVED the report of Mark Evison, Park Manager, Alexandra Park and Palace.</p> <p>The following matters arose from discussion of the report:</p> <p>a. <u>Deer enclosure</u> Councillor Hare expressed concerns that the decision to move the deer was made without full discussion with the Board (apart from one email), and that it was important for Trustees to have been involved in the decision. Louise Stewart advised that the decision to move the deer was based on their deteriorating health, and they were moved as a matter of urgency.</p> <p>b. <u>Graffiti wall</u> Louise Stewart advised Members that following previous discussions on the graffiti wall, an independent risk assessment had been conducted. This was attached as an exempt appendix to the Chief Executive Officers report, and so Members were asked that any discussion on this took place in the exempt part of the meeting.</p> <p>RESOLVED</p> <p>1) To note the contents of the report. 2) <u>Little Dinosaurs Lease</u> i) that the Board agree 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.</p>
<p>APBO72.</p>	<p>COMMERCIAL DIRECTORS REPORT</p> <p>RECEIVED the report of Lucy Fenner, Commercial Director, Alexandra Park and Palace.</p> <p>The following arose from discussion of the report:</p> <p>a. <u>Moscow State Circus</u></p>

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	<p>The circus would be returning April. Members requested that the sites be regularly inspected, given the issues previously experienced with dumping of dirty water and diesel spillage.</p> <p>RESOLVED that the contents of the report be noted.</p>
<p>APBO73.</p>	<p>FIREWORKS EVENT FEEDBACK</p> <p>RECEIVED the report of Simon Fell, Head of Event Operations, Alexandra Park and Palace.</p> <p>The following arose from discussion of the report:</p> <p>a. <u>Gate closure</u> The report outlined the rationale behind not opening gate 3. Despite comments from some of the Members that this excluded people on the South East side of the park, no negative feedback had been received from people with regards to not being able to enter the park via that entrance.</p> <p>RESOLVED that the report be noted.</p>
<p>APBO74.</p>	<p>UPDATE ON LEARNING AND COMMUNITY PROGRAMMES</p> <p>RECEIVED the report of Isobel Aptaker, Learning Officer, Alexandra Park and Palace.</p> <p>NOTED:</p> <p>So far 1600 pupils had been involved with the programme (this included repeat bookings and new bookings from other boroughs). The team was currently contacting other organisations to work with once the East Wing restoration had completed.</p> <p>RESOLVED to note the report.</p>
<p>APBO75.</p>	<p>PROVISION OF GAS AND ADDITIONAL SERVICES CONTRACT</p> <p>RECEIVED the report of Emma Dagnes, Deputy Chief Executive Officer, Alexandra Park and Palace.</p> <p>NOTED:</p> <p>The previous contract had elapsed in September 2015, and it was agreed to continue using Corona via the Crown Commercial Service Framework as:</p> <p>i. Corona had given a satisfactory performance during the course of the contract.</p> <p>ii. The CCS Framework represented demonstrable value.</p> <p>iii. Use of the Framework would avoid the procurement cost of a full OJEU tender exercise.</p> <p>RESOLVED</p>

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	<ul style="list-style-type: none"> i. That the award of contract to Corona Energy Retail 4 Limited for a three year contract, at an estimated cost of £780,000 be approved. ii. That the London Borough of Haringey's Head of Legal Service be authorised to seal the contract.
<p>APBO76.</p>	<p>REPORT OF THE CHIEF EXECUTIVE OFFICER</p> <p>RECEIVED the report of Louise Stewart, Chief Executive, Alexandra Park and Palace.</p> <p>The following arose from discussion of the report:</p> <ul style="list-style-type: none"> a. <u>Graffiti wall</u> The report was classed as exempt as the provider of the report had not given permission for it to be published, as opposed to it containing contentious or sensitive information. b. <u>Crossrail 2</u> As discussed previously at the last Joint Statutory Advisory Committee and Consultative Committee, Members of the Board had been sent the response to the consultation two days before the end of the consultation period. It was accepted that this had not given much time for responses, however, Members had been given a chance to comment on the response. <p>RESOLVED that the report be noted.</p> <p>Following discussion in the exempt part of the meeting it was</p> <p>RESOLVED that the graffiti wall should remain in its present location, and the agreed measures remain in place to manage the identified low risks. These measures shall be monitored by Alexandra Palace to ensure that they remain effective.</p>
<p>APBO77.</p>	<p>ALEXANDRA PARK AND PALACE TRUST FINANCIAL RESULTS FOR PERIOD 30 NOVEMBER 2015 AND ANNUAL FORECAST</p> <p>RECEIVED the report of Dorota Dominiczak, Director of Finance and Resources, Alexandra Park and Palace.</p> <p>The following arose from discussion of the report:</p> <ul style="list-style-type: none"> a. <u>Unrestricted Reserves:</u> The Trust's financial projection was £600k up on budget and £300k up on the forecast presented in Autumn. This had been the result of successful trading by APTL: securing high number of events, increased hire capacity and additional profit on the catering offer. The Learning and Community Team were praised for a much increased level of activities which resulted in generating additional income but also recognition in the local community. The costs of the Trust were tightly controlled and expected to be on budget for the year end. b. <u>Capital Spending</u>

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	<p>Improvements and necessary works included £200k spent on the replacement of gas mains, £100k spent on replacement of the alarm system, £85k spent on necessary roof repairs and £85k allocated to on-going fabric maintenance. The Trust was on target to spend its LBH grant allocation for 2015-16.</p> <p>c. <u>Regeneration Project</u> 2015-2016 projected spending was presented in detail breaking down Project's expenditure into categories of spending. This was subject to on-going revisions by Mott MacDonald's Project Manager monitoring budget and cash flow.</p> <p>d. Any profit made by APTL did not go back to LB Haringey. The trading surplus would be gift aided to the Trust to meet the charities operating costs and its charitable purposes. An element of the surplus would be invested back into the business to maintain its income generating ability.</p> <p>RESOLVED that the performance of the Trust be noted.</p>
<p>APBO78.</p>	<p>EAST WING RESTORATION PROJECT REPORT</p> <p>RECEIVED the report of Emma Dagnes, Deputy Chief Executive, Alexandra Park and Palace.</p> <p>The following arose from discussion of the report:</p> <p>a. <u>Collections Policy</u> Colin Marr requested that the word 'entertainment' in the first paragraph of section 8 of the policy be replaced as the Studios represented more than entertainment, and was the birthplace of broadcasting.</p> <p>Louise Stewart agreed to take another look at the paragraph, It was noted that the policy was required to enable the Palace to loan collection pieces. ACTION: Chief Executive</p> <p>RESOLVED that:</p> <p>i) The Theatre Policy be approved; and ii) The Collections Policy be approved subject to the rewording of section 8.</p>
<p>APBO79.</p>	<p>ANY OTHER UNRESTRICTED BUSINESS THE CHAIR CONSIDERS TO BE URGENT</p> <p>There was no such business.</p>
<p>APBO80.</p>	<p>FUTURE MEETINGS</p> <p>NOTED the date of the additional meeting – 12 April 2016.</p>
<p>APBO81.</p>	<p>EXCLUSION OF THE PUBLIC AND PRESS</p> <p>RESOLVED that the press and public be excluded from the remainder of the</p>

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	meeting as items 18-22 were likely to 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.
APBO82.	<p>MINUTES</p> <p><u>Alexandra Palace and Park Board – 17 November 2015</u></p> <p>RESOLVED that the restricted minutes of the Alexandra Palace and Park Board held on 17 November 2015 be approved as a correct record.</p> <p><u>Alexandra Palace and Park Board – 26 November 2015</u></p> <p>RESOLVED that the restricted minutes of the Alexandra Palace and Park Board held on 26 November 2015 be approved as a correct record.</p>
APBO83.	<p>EXEMPT CHIEF EXECUTIVE OFFICERS REPORT</p> <p>RESOLVED to approve the recommendations in the report.</p>
APBO84.	<p>EXEMPT GROUNDWORK CONTRACT</p> <p>RESOLVED to approve the recommendations in the report.</p>
APBO85.	<p>EXEMPT APTL REPORT</p> <p>RESOLVED to approve the recommendations in the report.</p>
APBO86.	<p>ANY OTHER EXEMPT BUSINESS THE CHAIR CONSIDERS TO BE URGENT</p> <p>There was no such business.</p>

COUNCILLOR JOANNA CHRISTOPHIDES

Chair

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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 2nd FEBRUARY 2016

PRESENT:

Advisory Committee Nominated Members of:

Alexandra Residents Association	Jane Hutchinson
Bounds Green and District Residents Association	<i>Ken Ranson</i>
Muswell Hill and Fortis Green Association	Duncan Neill
Palace Gates Residents Association	<i>Kevin Stanfield</i>
Palace View Residents Association	Elizabeth Richardson
The Rookfield Association	David Frith
Three Avenues Residents Association	Jason Beazley
Warner Estate Residents Association	Jim Jenks

Advisory Committee Appointed Members:

Alexandra Ward	<i>Councillor James Patterson</i>
Bounds Green Ward	<i>Councillor Clare Bull</i>
Fortis Green Ward	Councillor Viv Ross
Hornsey Ward	Councillor Adam Jogee
Muswell Hill Ward	<i>Councillor Mark Blake</i>
Noel Park Ward	Councillor Stephen Mann
Council-wide Member	Councillor Eddie Griffith
Council-wide Member	Councillor Charles Wright

Consultative Committee Nominated Members:

Alexandra Palace Allotments Association	<i>Jenny Bourne-Taylor</i>
Alexandra Palace Organ Appeal	<i>Hugh Macpherson</i>
Alexandra Palace Television Group	<i>John Thompson</i>
Alexandra Residents Association	Dermot Barnes
Alexandra Park and Palace Conservation Area Advisory Committee	Colin Marr
Bounds Green and District Residents Association	<i>Ken Ranson</i>
Friends of Alexandra Park	Gordon Hutchinson
Friends of the Alexandra Palace Theatre	Nigel Willmott
Heartlands High School	<i>David Cole</i>
Hornsey Historical Society	Rachael Macdonald
Muswell Hill and Fortis Green Association	<i>Chris Roche</i>
Muswell Hill Metro Group	John Boshier
Palace View Residents Association	Val Paley
St Mary's CE Primary School	<i>Frances Hargrove</i>

Warner Estate Residents Association

Jim Jenks

Consultative Committee Appointed Members

Councillor Pat Berryman
Councillor Joanna Christophides
Councillor Tim Gallagher
Councillor Liz McShane
Councillor Anne Stennett
Councillor Bob Hare

Also present:

Louise Stewart (Chief Executive, Alexandra Park & Palace)
Emma Dagnes (Deputy Chief Executive, Alexandra Park & Palace)
Isobel Aptaker (Learning Officer, Alexandra Park & Palace)
Mark Evison (Park Manager, Alexandra Park & Palace)
Natalie Layton (Executive Assistant to Chief Executive & Deputy Chief Executive, Alexandra Park & Palace)
Felicity Foley (Clerk, LB Haringey)

45. FILMING AT MEETINGS

NOTED

46. APOLOGIES FOR ABSENCE

Apologies for absence were received from Hugh Macpherson, Kevin Stanfield, Jenny Bourne-Taylor, Richard Hudson, Councillor Patterson and Councillor C Bull.

47. DECLARATIONS OF INTEREST

None.

48. MINUTES

i) Joint Statutory Advisory and Consultative Committee – 20 October 2015

RESOLVED that the minutes of the Joint Statutory Advisory and Consultative Committee on 20 October 2015 be approved as a correct record of the meeting.

ii) Statutory Advisory Committee – 20 October 2015

RESOLVED that the minutes of the Statutory Advisory Committee on 20 October 2015 be noted.

49. CHIEF EXECUTIVE OFFICER'S REPORT

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

The following matters arose from discussion of the report:

a. Crossrail 2

A response had been submitted on behalf of the Trust, which made the case for a station at Alexandra Palace, but also acknowledged that there may be benefits to the Park and Palace of a station at Wood Green. This had been circulated to the Alexandra Palace and Park Board prior to submission, although it was acknowledged that there was not a great deal of time given for the Board to comment.

Some members expressed their disappointment that there had not been consultation with the SAC and CC, and that the case had not been made strongly enough for a station at Alexandra Palace.

b. Wood Green consultation

It was requested that the consultation documents be circulated to members.

ACTION: Clerk

Post meeting note:

The Wood Green Investment Framework and Area Action Plan was approved at the Cabinet meeting held on 19 January 2016. The consultation is due to start on 1 February 2016. The reports and minutes from the Cabinet meeting can be found here -

<http://www.minutes.haringey.gov.uk/ieListDocuments.aspx?CId=118&MId=7303&Ver=4>

c. Go Ape

It was unlikely that the planning application would be discussed at the February Planning Committee. If it was on the agenda for the March meeting, and was approved, then Go Ape would be onsite in April with an estimated build time of 8 weeks.

d. Deer enclosure

The deer had been relocated to Devon, and feedback was that they had settled in well and were happy in their new enclosure. There had been an urgency to making this decision, as the health of the deer had been deteriorating. Board Members had been informed of the decision beforehand.

e. Graffiti wall

An independent Health and Safety assessment had been carried out and the findings would be reported to the Alexandra Palace and Park Board at the 16 February 2016 meeting.

f. Fireworks

Appendix 2 outlined which gates were open and closed during the fireworks, and gave the reasons for the decisions. The risk analysis did not support the opening of gate 3. There had been no complaints made by attendees in terms of not being able to enter the park via the Newland Road/Campbourne park entrance.

RESOLVED to note the contents of the report.

50. EAST WING RESTORATION PROJECT REPORT

RECEIVED the report of Emma Dagnes, Deputy Chief Executive, Alexandra Park and Palace.

The following matters arose from discussion of the report:

- The design team were continuing the work on the RIBA Stage 4 designs, and a workshop would be arranged with members for information / consultation.
- *Theatre* – an announcement would be made later in the year regarding the 2018 opening programme, but it was anticipated that there would be 4 highlight events. The Theatre Policy had been developed with assistance from the Friends of the Theatre.
- *Events* – events were being planned up to 2 years in advanced, which would then help with programming performances in the theatre.
- *Collections Policy* – this would be presented to the Alexandra Palace and Park Board for approval. This policy needed to be in place before approaching organisations to loan exhibition pieces.

Colin Marr referred to page 5 of the policy, section 4, paragraph 8 - Television technology objects – and requested that the word ‘entertainment’ be replaced with the word ‘broadcasting’. Louise Stewart advised that she would need to look into this in more detail, as there may have been a reason for the use of the word entertainment.

ACTION: Chief Executive, Alexandra Park and Palace

- *Fundraising* – a grant of £30k had been received from the American Express foundation which would be used for the restoration of the floorboards in the Theatre. A Director of Fundraising had been appointed.

RESOLVED to note the contents of the report.

51. NON-VOTING BOARD MEMBERS FEEDBACK

NOTED the feedback from the Chair of the SAC-CC and Colin Marr:

- The Board had noted the excellent result of the APTL activities, and the healthy Gift Aid contribution.
- The Board had discussed the vision of the Palace and Park, and the graffiti wall, and these would be discussed again at the next meeting.

52. ITEMS RAISED BY INTERESTED GROUPS

None.

53. ANY OTHER BUSINESS OR URGENT BUSINESS

Actions from previous minutes

Governance review – the document provided by Colin Marr would be considered as part of the governance review.

Bedford Road – Emma Dagnes had met with residents before Christmas to discuss ongoing concerns with regards to events.

Bus stops – before contacting TfL, there needed to be an audit of the bus stop names on the route – if any member was willing to volunteer to do this they should contact the Chief Executive.

54. DATES OF FUTURE MEETINGS

To be advised.

CHAIR: Gordon Hutchinson

Signed by Chair

Date

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MINUTES OF THE MEETING OF THE ALEXANDRA PARK AND PALACE ADVISORY COMMITTEE HELD ON TUESDAY 2ND FEBRUARY 2016

PRESENT:

Italics denotes absence

Advisory Committee Nominated Members of:

Alexandra Residents Association	Jane Hutchinson
Bounds Green and District Residents Association	<i>Ken Ranson</i>
Muswell Hill and Fortis Green Association	Duncan Neill
Palace Gates Residents Association	<i>Kevin Stanfield</i>
Palace View Residents Association	Elizabeth Richardson
The Rookfield Association	David Frith
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Advisory Committee Appointed Members:

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Hornsey Ward	Councillor Adam Jogee
Muswell Hill Ward	<i>Councillor Mark Blake</i>
Noel Park Ward	Councillor Stephen Mann
Council-wide Member	Councillor Eddie Griffith
Council-wide Member	Councillor Charles Wright

Also present:

Louise Stewart (Chief Executive, Alexandra Park & Palace)
Emma Dagnes (Deputy Chief Executive, Alexandra Park & Palace)
Isobel Aptaker (Learning Officer, Alexandra Park & Palace)
Mark Evison (Park Manager, Alexandra Park & Palace)
Natalie Layton (Executive Assisatnt to Chief Executive & Deputy Chief Executive, Alexandra Park & Palace)
Felicity Foley (Clerk, LB Haringey)

25. FILMING AT MEETINGS

Noted.

26. APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillor C Bull, Councillor Patterson and Kevin Stanfield.

27. DECLARATIONS OF INTEREST

None.

28. MINUTES

RESOLVED that the minutes of the Statutory Advisory Committee on 20 October 2015 be approved as a correct record of the meeting.

29. CHIEF EXECUTIVE OFFICER'S REPORT

In addition to the discussions held during the Joint Statutory Advisory and Consultative Committees, the Statutory Advisory Committee wished to place on record their concerns with regard to the Crossrail 2 submission in that the preference for a station at Alexandra Palace should have been made over a station in Wood Green.

RESOLVED to note the report.

30. EAST WING RESTORATION PROJECT REPORT

RESOLVED to note the report.

31. ANY OTHER BUSINESS

None.

32. DATES OF FUTURE MEETINGS

Noted the dates of future meetings:

CHAIR: Councillor Adam Jogee

Signed by Chair

Date

Report Title: Chief Executive Officer's Report

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

1. Purpose

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

2. Recommendations

2.1 To agree that the Board will be consulted electronically on the scope of the Governance Review between Board meetings.

2.2 To approve the timetable and special Board meeting on Wood Green Regeneration.

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 This report updates on issues including:

- Strategic Vision
- Governance
- HR Audit
- Internal Audit
- Business Planning
- Wood Green Regeneration

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. Strategic Vision Project

- 6.1 The scope of the Strategic Vision work, to develop a strategic vision for the Charitable Assets for the next 25 years, was approved by the Board at the meeting on 16th February 2016.
- 6.2 The Executive have consulted the Corporate Trustee, London Borough of Haringey for input. The scope document has not changed, but it was highlighted that there has been a lot of investment in feasibility studies that should be taken into account. A review of previous studies is a key part of the activities included in the scope and a register of these pieces of work is being compiled.
- 6.3 A schedule for procurement is in development with the intention to commence the work by the end of summer 2016.

7. Governance

- 7.1 The Board approved a review of Governance at its meeting in December 2015. As outlined at the last Board meeting the work will be undertaken in house. Following a recruitment process Erica Wilkinson has been appointed as Company Secretary and commenced work on 21st March.
- 7.2 A review of documentation is underway to map the existing governance arrangements. The next step is to develop the scope, process and timetable for the Governance Review for approval by the Board and the Corporate Trustee.
- 7.3 It is suggested that the draft scope be circulated electronically to the Board for feedback and approval to avoid delays, as the next Board meeting is not until July.

8. Audit of Human Resources

- 8.1 The organisation has been without full time qualified Human Resource capacity and capability for some time. The organisation is dependent on the quality and performance of its employees to deliver its objectives. Effective HR management enables the organisation to attract, retain, develop and manage its employees. This requires clear policies and processes that are communicated and implemented consistently.
- 8.2 An independent audit of our HR policies, practices and procedures has been undertaken to ensure that the organisation is compliant with legislation and to develop an action plan to improve performance in this area. The audit includes an employee survey, which was undertaken in March.
- 8.3 The full report will be presented to the Finance, Audit and Resources Committee along, at its next meeting, with a prioritised action plan. A progress report will be provided to the Board of Trustees at the July meeting.

9. Internal Audit

- 9.1 The internal audit in 2015/16 Financial year focused on the risk management practices of the Trust and its trading operations. The report has now been issued with a list of recommendations. Overall there are no major concerns but improvements to the allocation of responsibilities, documentation and reporting processes could be improved. The Audit Report will be presented to the Finance, Audit and Resources Committee at the July meeting. A progress report will be provided to the Board of Trustees at the July meeting.

10. Alexandra Park and Palace Business Plan 2016/17

- 10.1 The one year Business Plan is attached for comment and approval under the exempt section of the agenda.
- 10.2 Once approved a public version of the Business Plan will be published on the website to assist in improving our communications and increasing awareness of the work of the Trust.

11. Wood Green Regeneration

- 11.1 Members of the Board were invited to attend a session on the Wood Green Regeneration proposals with Fluid, the consultants leading the process for London Borough of Haringey. It was a useful session and notes from the meeting were circulated to Board members.
- 11.2 The session highlighted the need for the Board of Trustees to dedicate some time to assessing the potential impacts of the proposals on the Park and Palace and to develop some clear principles particularly on the subject of access and egress routes to the Park and Palace.
- 11.3 The next round of consultation will take place in September which gives the Trust the opportunity to develop its position and consult the SAC and other stakeholders before finalising.
- 11.4 The suggested timetable for this is below. The Board is being asked to comment on and approve this timetable.

Action	Date
Board session Special meeting of the Board	Tuesday 24 May
Executive collate conclusions and circulate document to Board for approval	End of May 2016
Consultation of SAC/CC Scheduled SAC/CC meeting	30 June 2016
Executive revise document as appropriate	June 2016
Board discuss and approve Scheduled Board meeting	19 July 2016

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 comments.

14. Use of Appendices

None.

Report Title: Park Activities Update

Report of: Mark Evison, Alexandra Park Manager

1. Purpose

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

2. Recommendations

2.1 That the Board note the contents of the report.

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 updates the progress on the new Grounds Maintenance Contract, the Go Ape proposal, and work on replacing and repairing utilities and services in the Park.

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. Grounds Maintenance

- 6.1 Following the Board's agreement to award a new contract to John O'Conner (Grounds Maintenance) Ltd, the contract mobilisation plan is well underway for the start date on 1st May. The grounds staff will take part in an induction programme to ensure they are all aware of the changes to the specification and the new requirements.
- 6.2 The specification includes a schedule of potential projects which the contractor can undertake to 'add value' to the contract by working with volunteers, students or similar third parties to deliver maintenance in the Park. They made a flying start to this aspect of the agreement in March by planting a new native hedge with a group of horticulture students from Capel Manor College.

7. Go Ape Proposal

- 7.1 The Go Ape proposal was granted planning permission in a notice dated 15 March 2016 (attached as Appendix 1 to this report). The permission is subject to seven conditions. At the time of writing the Ecological Survey has been commissioned but cannot be carried out until Spring is underway. The ecologist will work with the Park Manager to ensure any required mitigation complements the needs of the Park.
- 7.2 An indicative programme for the project is as follows:

Invertebrate survey	early-April
Finalise lease	mid-April
Install foundations and poles	late June
Install tower and ropes	mid-July
Course opens	late July

- 7.3 The lease agreement is now in final draft stage and will be reviewed by the Trust's Solicitor before sealing takes place.

8. Utilities and Services

- 8.1 The gas main installation through the Park is complete. At the time of writing, final restoration of some areas is still outstanding. Ground conditions are very soft in places, so this work will not be attempted until the site has dried out to avoid further disturbance.
- 8.2 The street lights between the Garden Centre and Dukes Avenue have not been working for some time. It was quickly established that the fault was not a simple one, such as a lamp or fuse that could be easily replaced. After further investigations the lighting contractors diagnosed a serious underground cable fault and have been working to rectify the problems by replacing the cable.

9. Legal Implications

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

10. Financial Implications

The Council's Chief Finance Officer has been consulted on these reports and has no additional comments to make.

11. Use of Appendices

Appendix 1 – Notice of Planning Permission for Go Ape high ropes course.

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Planning Service

Stephen Kelly Assistant Director Planning Service

Mr Ben Davies
Adventure Forest Limited
Banana HQ
The Drift
Fornham St Martin
Bury St Edmunds
IP31 1SL

Planning Application Reference No. HGY/2015/3141

**TOWN AND COUNTRY PLANNING ACT 1990
TOWN AND COUNTRY PLANNING (DEVELOPMENT MANAGEMENT PROCEDURE) (ENGLAND)
ORDER 2015**

NOTICE OF PLANNING PERMISSION

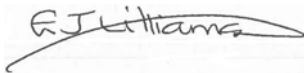
Location: **Alexandra Palace & Park, Alexandra Palace Way, N22**

Proposal: **Construction and operation of a Go Ape high ropes course**

In pursuance of their powers under the above Act, the London Borough of Haringey as Local Planning Authority hereby **PERMIT** the above development in accordance with the application dated 23/10/2015 and drawing numbers: BW1 532437-14915-220915, BW1 532437-14915-220915, Appendix 1 to 10 inclusive, Design Access Statement, Outline Noise impact assessment, Tree Method statement & Impact on traffic and parking report

SEE SCHEDULE OF CONDITIONS ATTACHED

15/03/2016



Emma Williamson
Head of Development Management
Planning Service

- NOTE:
1. You can find advice in regard to your rights of appeal at:
www.planningportal.gov.uk/planning/appeals/guidance/guidancecontent
 2. This notice relates solely to a planning decision and does not purport to convey any approval or consent which may be required under the Building Regulations or any other statutory purpose.
For more information about making a Building Regulations application, please contact Haringey Council Building Control Team by email building.control@haringey.gov.uk, telephone 020 8489 5504, or see our website at www.haringey.gov.uk/buildingcontrol.

Planning Service
6th Floor, River Park House,
225 High Road, Wood Green,
London, N22 8HQ
T 020 8489 5504
www.haringey.gov.uk

Planning Service

Stephen Kelly Assistant Director Planning Service

HGY/2015/3141

The following conditions have been applied to this consent and these conditions must be complied with:

1. The development hereby authorised must be begun not later than the expiration of 3 years from the date of this permission, failing which the permission shall be of no effect.

Reason: This condition is imposed by virtue of the provisions of the Planning & Compulsory Purchase Act 2004 and to prevent the accumulation of unimplemented planning permissions.

2. The development hereby authorised shall be carried out in accordance with the following approved plans and specifications:

BW1 532437-14915-220915, BW1 532437-14915-220915, Appendix 1 to 10 inclusive, Design Access Statement, Preliminary Ecological Appraisal, Tree Method statement & Impact on traffic and parking report

Reason: In order to avoid doubt and in the interests of good planning.

3. The use hereby permitted shall not be operated before 08:00 hours or after 21:00 hours at anytime.

Reason: This permission is given to facilitate the beneficial use of the premises whilst ensuring that the amenities of adjacent residential properties are not diminished consistent with Saved Policy UD3 of the Haringey Unitary Development Plan 2006.

4. Should the Go Ape operations cease on site the structures must be removed (and the land restored to its former condition) by or within three months of the cessation of operations.

Reason: To restore the site back to its original appearance, in the interest of a tidy site within this historic park and conservation area, to accord with Local Plan Policy SP12.

5. No development shall take place until an Ecological Impact Assessment phase 2 survey work for invertebrates has been conducted and a full and detailed mitigation strategy (in accordance with the findings of the survey work and the ecological appraisal report) has been submitted to and approved in writing by the Local Planning Authority. Such a scheme as approved shall be implemented and permanently retained thereafter. The mitigation shall include habitats for breeding birds and an educational resource such as interpretation panels and a schools pack highlighting the value of the trees as a habitat.

Reason: To ensure that the development will make a positive contribution to the protection, enhancement, creation and management of biodiversity and protect and enhance the adjoining Site of Importance for Nature Conservation (SINCs) in accordance with London Plan Policies Policy 7.19 and Local Plan Policy SP13.

Planning Service

Stephen Kelly Assistant Director Planning Service

6. Go Ape shall commit a named individual to participate in the Jobs for Haringey Initiative by working in partnership with the Assigned Officer to meet the requirements of the Jobs for Haringey Initiative during the operation of the development to ensure that employment and training opportunities including jobs and apprenticeships arising from the Development post will be available to residents of the administrative area of the Council.

Go Ape shall will designate a named contact to liaise with the Haringey Employment and Recruitment Partnership's lead contact to ensure efficient management and supply of local Council residents for employment and training opportunities post Implementation of the Development and the Haringey Employment and Recruitment Partnership will provide and prepare said Council residents for all employment and training opportunities and will be the sole conduit for any recruitment assessment screening testing and application support arrangements.

Reason: In order to ensure that the scheme provides employment opportunities within the Borough and for the local community.

7. The development hereby permitted shall be built in accordance with the Method statement - 'Attaching the Go Ape Course to Trees' and retained and monitored thereafter in perpetuity.

Reason: To ensure that the development will not harm the health or longevity of the existing tree on the site in accordance with Saved UDP (2006) Policy OS17.

INFORMATIVES:

INFORMATIVE:

In dealing with this application, Haringey Council has implemented the requirements of the National Planning Policy Framework and of the Town and Country Planning (Development Management Procedure) (England) (Amendment No.2) Order 2012 to foster the delivery of sustainable development in a positive and proactive manner.

INFORMATIVE:

Hours of Construction Work: The applicant is advised that under the Control of Pollution Act 1974, construction work which will be audible at the site boundary will be restricted to the following hours:-

- 8.00am - 6.00pm Monday to Friday
- 8.00am - 1.00pm Saturday
- and not at all on Sundays and Bank Holidays.

INFORMATIVE:

All tree works shall be undertaken by a qualified and experienced tree surgery company and to BS 3998:2010 Tree work - Recommendations.

INFORMATIVE: Countryside and Rights of Way Act 2000

The applicant is advised that a tree may provide a habitat for plants and wildlife protected under the Countryside and Rights of Way Act 2000 especially where trees are dead or dying or if works are carried out during the nesting season.

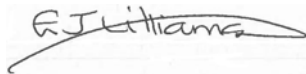
Planning Service

Stephen Kelly Assistant Director Planning Service

INFORMATIVE:

In dealing with this application the Council has implemented the requirement in the National Planning Policy Framework to work with the applicant in a positive and proactive way. We have made available detailed advice in the form of our development plan comprising the London Plan 2011, the Haringey Local Plan 2013 and the saved policies of the Haringey Unitary Development Plan 2006 along with relevant SPD/SPG documents, in order to ensure that the applicant has been given every opportunity to submit an application which is likely to be considered favourably. In addition, where appropriate, further guidance was offered to the applicant during the consideration of the application.

15/03/2016

A handwritten signature in black ink, appearing to read 'E.J. Williamson', written over a light blue horizontal line.

Emma Williamson
Head of Development Management
Planning Service

Report Title: Update on Learning & Community Programmes

Report of: Isobel Aptaker, Learning Officer, Alexandra Park and Palace

Purpose

1.1 To advise, inform and update the Committee about the Learning & Community programme

Recommendations

2.1 To note the contents of this report.

2.2 To acknowledge the continued increase in schools using the Park and Palace and continuing development of engagement with the local community.

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

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

3. Executive Summary

3.1 The APP Learning and Community programme continues to grow with an increasing number of school visits to the Park and Palace, holiday activities for families and talks and tours for lifelong learners

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. Schools Programme

- 6.1 The APP learning programme attracted over 1,650 pupils in the 15/16 financial year, an increase of 32%, approximately 400 pupils up from last year. To promote visits from schools in Wood Green and Tottenham the Learning Officer has met with Heads from target schools and the Leads from the Borough Network Learning Communities. This work has resulted in our schools engagement to better reflect the diversity of the borough.
- 6.2 The cost of workshops are £2 per pupil for Haringey Primary (£2.50 other boroughs) and £2.50 for Haringey Secondary (£3.00 other boroughs). The income from these visits covers producing educational resources, paying volunteer expenses and buying additional materials.
- 6.3 In addition to increase the number of schools using the ice rink, the team has negotiated a discount price of £4.00 per pupil.
- 6.4 An online evaluation form has been introduced (using Survey Monkey) the school staff fill in after their visits. Data from the completed forms assists with reporting, monitoring the level of satisfaction and identifying where additional work may be needed to improve the offer.

7. Discover Alexandra Park (Easter Activities)

- 7.1 For 6 days over the Easter Holidays (22nd, 23rd, 24th, 29th, 30th & 31st) APP is running nature themed art & craft activities and piloting the Department for Sport's Xplorer programme (family friendly navigational challenge). The activities are free of charge with a suggested donation of £2.50 per child to cover costs. Information was sent to all borough primary schools, local networks and families who attended the Christmas activities with a link to the booking page on EventBrite. Promotion has also included our website and social media channels. 60 places were allocated each day and, at the time of writing this report, over 200 tickets have been booked. A verbal update will be given at the meeting

8. Aligning with Trading Company

- 8.1 We continue to work with the Commercial Director to identify opportunities and hope to identify at least one event for 2016 where the learning and community opportunities can be realised.
- 8.2 The Trust was offered a stall at the Excursions Travel show in January to promote Group visits to the Park and Palace and to promote the East Wing project to coach operators. Having spoken to over 300 people during the there has been a significant rise in the enquiries and up to 5 new bookings scheduled between April and July 2016. To manage visits there is a maximum group size of 30 with a cost of £14 per head to cover tea & coffee on arrival and a 90-minute visit (talk and tour) or £25, including a two course lunch. All proceeds from the visits are used to cover costs and develop the learning programme.

9. East Wing Restoration Project

- 9.1 A meeting has been scheduled for the 5th April with Wilmott Dixon to discuss the opportunities to engage with the local community during the main building works, apprentices, work placements and internships. A verbal update will be given at the meeting.

10. Community Engagement

- 10.1 As we undertake a review and update the activity Plan the Learning Officer is in the process of meeting with all Haringey funded Community Groups to discuss the East Wing Restoration project. Feedback and comments about the plans and suggestions for how individual spaces could be used are being collated. Ideas put forward include an exhibition space for the Hoffman Foundation for Autism, meeting space for Supamums (assist women back into work), a nail bar for young people from Art Against Knives and a space for talks from local speakers.

11. BAFTA Schools Day

- 11.1 Plans are now underway to mark the 80th anniversary of the world's first high definition broadcast in November. A partnership with BAFTA has been agreed to run 2 workshops (Behind the Scenes & TV presenting masterclass) on 2nd November for 200 local pupils. A Haringey storyboarding competition will also be run to engage with schools across the borough. This event is a pilot and it is hoped that BAFTA Kids will be involved with the regular programme of activities and events in the East Court post 2018.

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 on these reports and has no additional comments to make.

14. Use of Appendices

N/A

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Report Title: **Commercial Directors Report**

Report of: Lucy Fenner, Commercial Director, Alexandra Park and Palace

1. Purpose

1.1 To update on the Board on commercial activity in the 4th quarter.

2. Recommendations

2.1 To note the commercial highlights.

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 This paper provides a review by the Commercial Director on major activity undertaken in the 4th quarter of the 2015/16 trading year, and a forward focus on the 1st Quarter of financial trading year 2016/17

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. **COMMERCIAL HIGHLIGHTS**

- 6.1 The Palace had 90% occupancy in January attracting 36,400 visitors. February attracted 63,000 visitors and March attracted 45,700. In total 145,100 visitors attended 17 events in the last quarter-an increase of 74,880 visitors and 9 additional events over the same period in 2015, an increase of 48%.
- 6.2 The Masters Snooker took place between Sunday 10th and Sunday 17th January, only the elite top 16 players are invited to compete. Ronnie O Sullivan won the title beating Barry Hawkins in the final to take the £200,000 prize money. Catering revenue was 5% down on last year's event however this can be attributed to a decrease in footfall compared with 2015.
- 6.3 Model Engineering returned for its tenth year and once again the client was delighted with the event delivery which ran alongside the snooker final. Similar to the Snooker catering revenue was down by 6% compared with last year's event takings. Again this was due to reduced footfall and dwell time.
- 6.4 The Ping Pong championship returned for its fourth year with an extension to the event open days with play on Friday 22nd – Sunday 24th January 2016 inclusive. Andrew Baggaley of England retained his title and the event was watched by more than 1 million people around the world.
- 6.5 The Excursion exhibition, displaying the latest group products and prices for days out, short breaks and group holidays, brought together more than 300 attractions, destinations, accommodation providers and tour operators from across the UK. This show ran alongside Ping Pong and achieved a footfall of 1,500.
- 6.6 In February we hosted seven nights of live music including performances from sold out Australian pop rock band Tame Impala, heavy metal band Slipknot and English DJ Jamie xx. In addition British rock band Enter Shikari performed to their largest (non-festival) audience.
- 6.7 The street food village achieved high food and beverage sales and continues to provide a unique offering to all our customers. In addition, the strong beverage sales at the live music events bolstered overall catering sales and helped to counteract the small percentage decrease in catering sales at exhibitions in this period.
- 6.8 International Antiques and Collectors Fair delivered another successful show with over 3,500 in attendance.
- 6.9 The London Nurse Show took place on Tuesday 23rd and Wednesday 24th February. This is now an established event in the nursing calendar and is also a free CPD accredited conference.
- 6.10 On Saturday 20th and Sunday 21st February nearly 6,500 Girl guides came to the Palace to celebrate 100 years of The Senior Section of the group on World Thinking day. Catering sales were up by 35% on previous years for this event with the "tuck shop" most popular.
- 6.11 The Royal yachting exhibition returned, visitor numbers were slightly lower than expected and this impacted on catering sales with a 10% decrease.

- 6.12 In addition to the above the operations team delivered efficient and effective turnarounds under extreme pressure. As the RYA show broke down, the Ospre police exams started to set up. As Ospre finished it was straight into the Parov Stelar concert which attracted 9,200 music fans. The events team continue to deliver to a high level of service under difficult conditions and the hard work of the house and cleaning teams should be recognised.
- 6.13 Drive In cinema started their two month tenancy on Thursday 10th March on the Pavilion car park. Films include Greece, Pulp Fiction and The Notebook. Many nights are already sold out.
- 6.14 At the time of writing London Festival of Railway modelling is currently setting up in the Great and West Hall. This is London's leading railway modelling event and showcases over 40 displays, hand-picked by The Model Railway Club.
- 6.15 Andy C late night concert will take place on Thursday 24th March 2016. Additional provisions for this event include added security and shuttle buses to support crowd flow and efficient egress.
- 6.16 The financial year will come to a close with our own in-house event Springfest held on Good Friday. This home grown idea developed by the events team means that we have successfully achieved 7 German bier festivals this calendar year, including our spring and winter event. Springfest's popularity was confirmed when it sold out in advance 4,300 tickets including 300 VIPS

7. FUTURE PUBLIC EVENTS

Event	Event Type	Date
Drive In Cinema	Park event	
Andy C (Late night)	Concert	24 th March
Moscow State Circus	Park event	22 nd March – 4 th April
Ally Pally German bier festival	Live event	26 th March
Big Stamp	Exhibition	9 th – 10 th April
The Cake Show	Exhibition	16 th -17 th April
Mechanix	Exhibition	19 th - 20 th April
Antiques	Exhibition	1 st May
Phex	Exhibition	18 th & 19 th May
RSPCA – dog walk	Park	22 nd May
Funfair	Park	26 th May – 5 th June
Tattoo Show	Exhibition	28 th & 29 th May
Street food & Craft Beer festival	Park	28 th & 29 th May
Haringey Box Cup	Sport	17 th – 19 th June
Street food & Craft Beer festival	Park	18 th & 19 th June
ABTT theatre show	Exhibition	22 nd – 23 rd June
Cyprus Wine Festival	Exhibition/ Community	25 th & 26 th June
The Last Shadow Puppets	Concert	15 th & 16 th July
Ally Pally Summer Festival	Park event	23 rd July
Funfair	Park event	July
Street food & Craft Beer festival	Park & pub event	24 th July
Luna Cinema	Park event	6 th & 7 th August
Street food & Craft Beer festival	Park & pub event	20 th & 21 st August
Foodies Festival	Park event	27 th & 28 th August
Phoenix Bar and Kitchen	Open daily	All Summer
Go Ape	Open daily	July onwards

8. SUMMARY OF THE FINANCIAL YEAR 15/16 (*figures listed as of 21st March 2016)

- 8.1 The Commercial Team have delivered one of the Palace's best years to date. Events and Catering targets have been exceeded and gross operating profit is 27% ahead of last year.
- 8.2 The Palace has hosted 180 incredible events, attended by over 720,000 visitors. In addition high profile events such as Darts, Ping Pong, Snooker, Haringey Box Cup, Legends of Gaming and Redbull were viewed live by millions of viewers on TV and online.
- 8.3 In conjunction with our ticketing partner See Tickets and through a strong digital marketing campaign we have sold 100,000 tickets to events.
- 8.4 Across the 9 spaces (including the park) and, taking into consideration more than one event takes place at once, the team ran events expanding the equivalent of 485 tenancy days and 403 event open days.
- 8.5 31 nights of music and our hugely popular festival village achieved £2.6 million in beverage sales and £710,000 in street food sales. 6 sporting events achieved £2 million revenue, 21 exhibitions attracted 150,000 visitors.
- 8.6 The team delivered 8 in-house events including Street food Craft beer festival, summer festival, Fireworks, German bier festival and Springfest. Some of our events are free entry and some are ticketed. In total 100,000 visitors attended "Ally Pally" events and these initiatives have successfully achieved 5% of the total gross event profit.
- 8.7 The sales team responded to over 1500 corporate enquiries and provisionally held over 340 dates. The top 3 reasons for an enquiry not progressing to a site visit were: availability, event not moving forward, and location. The top 3 answers to 'how did you find out about us?' logged by the sales team were: known the venue for years, via a venue finder / agent, or via the Alexandra Palace website.
- 8.8 In addition to the above corporate enquiries, 1200 Wedding enquiries were received and 22 hosted. The sales team minimise the number of confirmed weddings to ensure the strategic booking of spaces; maximising the potential of the halls with larger, high revenue generating events. The amount of time spent on wedding enquiries is supported by providing comprehensive pricing, availability and relevant information on the website. We will be able to convert more of these enquiries when additional space becomes available for example the additional hall supplied by the west yard storage project and the theatre.
- 8.9 Please find enclosed (appendix 1) the story of the financial year in pictures highlighting our live, sport, exhibitions and Park events.
- 8.10 Summer events
- 8.10.1 Over the next couple of weeks the team will launch the summer activity taking place within the Park and Palace. This is listed above (under point 7 above) and also included in appendix 2.
- 8.10.2 Detailed planning goes into all our own events and we aim to improve content year on year to attract new audiences as well as acknowledging regular Park users and the local community. The craft beer festivals will be extended across 8 days and 4

weekends between May – August 2016. The Summer Festival will follow the same format as last year with activities including a cinema screening, waterslide, silent disco, afternoon tea on the terrace, organ concert, leaning zone, showcase of our fundraising opportunities and the restoration project, 3 music stages, stalls for local businesses and activities from friends groups.

9. MARKETING

9.1 Website

The current website is now 3 years old. The business has grown significantly in this time with many other business areas requiring an online portal to communicate developments, updates, and opportunities available at the Palace including the restoration project, fundraising & learning and community. With over 90,000 visits to our website every week it is critical the site is easy to navigate and information can be easily sourced by our customers, clients and the general public.

The marketing team alongside our digital agency are developing new designs to accommodate these requirements.

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 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. This continues to support with tickets sales to our events and the ice rink and will be integral to any future marketing campaigns for new spaces the Palace will be opening including the theatre in 2018.

9.3 Social Media

Current numbers of followers: Facebook (56,058); Instagram (5,685), Twitter (19,600) Snap chat (150) and our database now exceeds 148,000.

9.4 Photography/ Videography

The team have undertaken filming and stills of all the halls when empty. The pictures and footage will be edited so they can be used as sales tools including a filming brochure for location mangers, virtual tour for the website and proactive sales presentations.

10. THE PHOENIX BAR & KITCHEN

10.1 The volume of events held at the Palace in this financial year has benefited the Bar and Kitchen footfall immensely and this business area has also exceeded its target for the year. Overall revenue for the year is more than £1.2 million, a 21% increase on the previous year.

10.2 The Phoenix bar and kitchen is a seasonal pub and when the sun is shining the garden can be at full capacity. On colder, darker days the pub can be very quiet or alternately is reliant on the event trade and footfall. This year the top four events that

drove the most profit into to the pub were: World Championship Darts, Masters Snooker, Florence and The Machine and Ben Howard.

- 10.3 For 8 months of the year between March – October we have high footfall around the park and building. Public trade during this period can be as much as £21k on a weekend even without an event taking place.
- 10.4 It is important that the team work hard to maximise from the seasonal days and events and an example of this is the scheduling of the craft beer festivals which have driven significant footfall to the pub. In turn this has introduced many more locals to one of London largest beer gardens. Building on this momentum, the number of craft beer events held will be doubled in the next financial year.
- 10.5 The team will continue to look at new initiatives and certain elements will continue to be improved over the coming months including the branding, menus and overall presentation.
- 10.6 The high financial figures achieved this year are a huge success story especially when considering that in 2010 this business unit was making a loss.

11 EPOS

- 11.1 EPOS tills have now been installed in all catering units within the business. We will learn even more about our customer's trends, favourites and spending habits which will enable us to report more accurately on business areas and ensure the price and offer is right and costs are controlled.

12. ICE RINK

- 12.1 The spring campaign has just launched and includes numerous promotional materials, flyers, posters, Facebook advertising, featured digital advertising, social media support and e-shots.
- 12.2 Club de Fromage continues on the last Friday of every month and has seen a 150% increase in Friday footfall. The next event date is 29th April 2016.
- 12.3 With the support of the marketing department the team continue to drive more ticket sales online. In this financial year we have sold 60,000 tickets online which equates to 30% of our total ticket sold. Over the coming months it's important we continue to drive more sales online to support this business area to grow and to reduce onsite costs.
- 12.4 The ice rink still remains behind budget and the marketing team are focusing efforts to increase sales. In addition new initiatives including karting on ice are being explored to improve revenue. Even though the rink is behind budget it is to be noted that it has still improved on its sales and profit from last year.
- 12.5 The Ice rink café has recently introduced a new menu and a new aesthetic around the serving area. These improvements have received positive feedback from customers and have also led to an increase in food and beverage sales. The alpine look and feel has been extended across the ice rink café to include a revised brand that incorporates historical elements and touches of Victoriana. The commercial purpose of this work was to increase customer dwell time and spend per head. There is also

the potential to extend this branding to the East Light Well which will become the main ice rink entrance once construction begins on the East Court.

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 Finance Officer has been consulted on these reports and has no additional comments to make.

15. Use of Appendices

Appendix 1

The story of the financial year in pictures including Live, Sport, exhibitions & Park events

Appendix 2

What's on - This Summer at Ally Pally.

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LIVE

BEN HOWARD

16.04.15 - 18.04.15



SPRING FEST
GERMAN BIER FESTIVAL

03.04.15



THE PRODIGY

15.05.15 - 16.05.15



AXWELL &
INGROSSO

06.06.15



BRAND NEW

11.09.15



FLORENCE &
THE MACHINE

21.09.15 - 25.09.15



THE WOMBATS

01.10.15



RUDIMENTAL

16.10.15



MAJOR LAZER

17.10.15



VANS WARPED TOUR

18.10.15



GERMAN BIER
FESTIVAL

07.11.15



FAITHLESS

21.11.15 + 04.12.15



FRANK TURNER

26.11.15



CHVRCHES

27.11.15



BRING ME
THE HORIZON

28.11.15



DISCLOSURE

01.12.15 - 02.12.15



FEELING GLOOMY
LIFE ON MARS

05.02.16



SLIPKNOT

09.02.16 - 10.02.16



TAME IMPALA

12.02.16 - 13.02.16



JAMIE XX

26.02.16



ENTER SHIKARI

27.02.16



PAROV STELAR

12.03.16



ANDY C

24.03.16



CLUB DE FROMAGE
ON ICE
MONTHLY



EXHIBITIONS

ANTIQUES &
COLLECTORS FAIR
03.05.15



PHEX +
20.05.15 - 21.05.15



GREAT BRITISH
TATTOO SHOW
23.05.15 - 24.05.15



ABBT THEATRE SHOW
24.06.15 - 25.06.15



CYPRUS WINE &
BUSINESS EXPO
27.06.15



LEGENDS OF GAMING
03.09.16 - 06.09.15



BIG STAMP &
SCRAPBOOK SHOW
19.09.15 - 20.09.15



THE KNITTING &
STITCHING SHOW
08.10.15 - 11.10.15



THE OM YOGA SHOW
23.10.15 - 25.10.15



MIND BODY SOUL
EXPERIENCE
23.10.15 - 25.10.15



FREIGHT IN THE CITY
27.10.15



CLASSIC & SPORTS
CAR SHOW
30.10.15 - 01.11.15



LONDON
MODEL ENGINEERING
15.01.16 - 17.01.16



EXCURSIONS 2016
23.01.16



LONDON
NURSE SHOW
23.02.16 - 24.02.16



RYA SUZUKI
DINGHY SHOW
05.03.16 - 06.03.16



LONDON FESTIVAL OF
RAILWAY MODELLING
19.03.16 - 20.03.16



MECHANEX
19.04.16 - 20.04.16



PARK ACTIVITIES

THE MOSCOW STATE CIRCUS

02.04.15 - 12.04.15



DRIVE IN FILM CLUB

MARCH - JUNE



RSPCA BIG WALKIES

31.05.15



FUNFAIR

MARCH - SEPTEMBER



TREE CLIMBING

MARCH - OCTOBER



HEAVY METAL TRUANTS

10.06.15



STREET FOOD & CRAFT BEER FESTIVAL

MAY - AUGUST



INTERNATIONAL YOGA DAY

21.06.15



FOODIES FESTIVAL

03.07.15 - 05.07.15



RED BULL SOAPBOX RACE

12.07.15



ALLY PALLY SUMMER FESTIVAL

25.07.15



CANCER RESEARCH GIANT WATER SLIDE

25.07.15



FARMERS MARKET

EVERY SUNDAY



LUNA CINEMA

01.08.15 - 02.08.15



FIREWORKS FESTIVAL

07.11.15



SPORT

WILLIAM HILL
WORLD DARTS CHAMPIONSHIP



DAFABET
MASTERS SNOOKER



WORLD CHAMPIONSHIP
OF PING PONG



QUEENSBURY BOXING
THUNDER IN LONDON



LES MILLS
ONE LIVE



HARINGEY
BOX CUP



THIS SUMMER AT ALLY PALLY

alexandrapalace.com

DRIVE IN FILM CLUB

MARCH - APRIL



STREET FOOD & CRAFT BEER FESTIVAL

28.05.16 - 29.05.16 & EVERY MONTH THIS SUMMER



THE GREAT BRITISH TATTOO SHOW

28.05.16 - 29.05.16



THE LAST SHADOW PUPPETS

16.07.16 - 16.07.16



ALLY PALLY SUMMER FESTIVAL

23.07.16



THE LUNA CINEMA

06.08.16 - 07.08.16



FOODIES FESTIVAL

27.08.16 - 29.08.16



THE BAR & KITCHEN

NORTH LONDON'S
LARGEST BEER GARDEN
OPEN DAILY



Discover your Ally Pally

Book your tickets at alexandrapalace.com

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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.

2. Recommendations

2.1 That the Board note this report.

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

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

3. Executive Summary

3.1 The overall RAG (Red Amber Green) status remains at Amber due to a 3.5 week slippage to the critical path which now places client occupation at end-January 2018; however discussions continue with the Contractor to retrieve lost time and bring completion back to the original date of end-December 2017.

3.2 The project is now in the final 7 weeks of RIBA Stage 4 (Technical Design). The interim update of the Cost Plan, now completed, shows an adverse variance of £411k from Stage 3 to Interim Stage 4. Though this sum could be allocated against the project contingency of £1.85m, the directive is to continue to explore value engineering solutions to bring the Cost Plan back in line with Stage 3.3.3 RIBA Stage 4 Review will take place during late April with a Trustee Workshop being organised for 24th May 2016.

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

The Programme Board met on the 14 March 2016. The Programme Board were presented with the third highlight report for the East Wing Project which forms the basis for the report which is being presented to the Trustees today.

6. Enabling Works Management Summary

The Contractor has appointed an independent asbestos specialist to assist with the technical aspect of interpreting the various asbestos reports / data and surveys and providing an on-site resource to review any issues arising. During this reporting period, further asbestos sampling and testing has been undertaken which has identified additional areas which are contaminated with asbestos (within the floor voids in the BBC Corridor and the ceiling void above the Studios). Meetings have been held with the Contractor, asbestos specialists and the Design Team to discuss/agree measures for cleaning, encapsulation or containment.

The additional asbestos findings will have an impact on a number of areas including design approach to asbestos cleaning / encapsulation / containment, enabling works phases and budget, with an indicative figure for additional asbestos removal increasing costs by at least £200k.

The Design Team have also been developing a programme of “opening up” works deemed necessary to provide greater understanding of specific building elements to allow more prescription and certainty to be added to the design and specification with the aim of de-risking areas to achieve further cost certainty. FCBS (architects) have coordinated an initial list to which they are adding further commentary.

A new Monday morning meeting is now in place between the Contractor’s site staff and Trust staff to ensure there is understanding of the week’s work and any matters arising from the previous week. This is also the opportunity to identify any potential construction / event clashes that have not been discussed before.

The Contract documentation for this work has been concluded by LBH external lawyers with engrossment scheduled for the end of March.

The £1,145,983 contract date was 15 December with a 4-week mobilisation period. Official start on site was 25 January 2016 with an estimated completion date of 17 June 2016. The Enabling Works are not on the main critical path. The first valuation and payment was made for the end of February and the Cost Consultants have produced the first cost report for March.

7. Pre-Construction Services Agreement (PCSA) Summary

The pre-construction works is associated with the development of Stage 2 of the construction (the Main Works). Whilst the construction contract is Traditional (where the design process is kept separate from the construction process) there are currently 27 design portions that the Contractor is effectively providing a Design and Build Package for. This is because there are some elements of the project that will require a specialist supply chain to undertake the detailing of the work. The PCSA enables the Contractor to work collaboratively with the Design Team, Cost Consultant and PM/Trust.

The Design Team have been working with the Contractor on a schedule of dates to release packages of drawings to the Cost Consultant for pricing. The more significant packages will be released from 14 March to 11 April, with the final package released for pricing in early May.

The Contractor has provided a price for the works required to relocate the existing Skate Hire operation to release the space for the new finishing kitchen. These works will be undertaken as part of the Enabling Works package. The Contractor and the Trust will work together to ensure Ice Rink staff and customers are fully informed about the changes in advance.

The PCSA Contract is targeted with a completion by the 19 September 2016. The contract documentation for this work is being concluded by LBH external lawyers with engrossment anticipated for late March.

8. Design Stage

The project is now in the final 7 weeks of RIBA Stage 4 (Technical Design) with the interim update of the Cost Plan now completed, showing an adverse variance of £411k from Stage 3 to Interim Stage 4. Though this sum could be allocated to the project contingency of £1.85m, the directive is to continue to explore value engineering solutions to bring the Cost Plan back in line with Stage 3.

Buildability (a pre-construction exercise that looks at the design from the perspective of those that will manufacture, install components and carry out construction works) and technical advice meetings have been taking place focusing on where efficiency savings can be sought. Particular focus has been given to the East Court floor solution both in terms of the floor slab itself and the finish of brick pavers. As the floor covers 1780m² this is a considerable costs to the project.

A Value Engineering and Stress-Testing Workshop took place on the 07 March identifying 85 areas for further value engineering consideration (areas that could reduce costs by using alternative more cost effective methods or materials, or areas that could be removed entirely and completed at a later date). As a value engineering decision is never an isolated one, further interrogation is required to assess the impact on programme and the associated cost implications of implementing the changes.

9. BBC Studios Summary

The target date for the completion of the design packages for the BBC Studios is running slightly behind the scheduled date of 11 April as the discovery of additional asbestos contamination has had an impact on final designs.

Progress to the Enabling Works within the BBC Studios area have also been somewhat hampered owing to the discovery of additional asbestos contamination as noted under *Enabling Works Summary* within this report. The Contractor has also been progressing the identification and isolation / disconnection / removal of mechanical and electrical services, especially those which are now made inaccessible by asbestos contamination. They have also been undertaking some soft strip-out works to the colonnades and ground floor areas within this work zone.

The Contractor has managed to avoid the need for hoarding on the South Terrace for the removal of non-hazardous waste materials from the Studio and Colonnade Area by installing an external temporary scaffolding tower adjacent to the BBC reception area. This work has now been completed, and the temporary stair has been removed.

10. East Court Summary

The sample brick floor area is still to be replaced following initial problems with the grouting sample. The final solutions for the floor layout and banners still remain with the design team.

11. Theatre Summary

The survey of the Theatre ceiling (undertaken by plaster specialists Hayles and Howe) has now been completed and the report on its findings has been issued. Hayles and Howe have been working with the Design Team and Cost Consultants on the recommendations in their report and the implications of those recommendations. Further discussions will take place with the Contractor.

In early February, key members of the APP team visited a number of sites in London to meet with Theatre Managers and discuss a range of issues including operations management, ticketing, seat colours, ceiling treatments and equipment specification. Sites visited included the Roundhouse, the Palace Theatre and Theatre Royal Drury Lane.

The Contractor has established a second asbestos decontamination zone in the Theatre Courtyard to undertake asbestos removal works to the NE Tower, ground floor and basement.

12. Archives, Collections and Interpretation Summary

The Trust has had a number of conversations with Bruce Castle Museum regarding access to the Park and Palace's archives and collections. An SLA has been drafted and is currently being reviewed by LB Haringey's legal team.

Conversations are ongoing with the University of Hertfordshire with regards to an oral histories project, and the APP team are currently focussing on putting together an online exhibition on the first broadcast, the anniversary of which falls on 02 November 2016.

There has been a considerable amount of progress made in defining the narrative and themes within the Gallery section of the BBC Studios. Work has also continued on the conceptual development for the Digital Media (AV) and Media Lab elements of the Studios.

13. Fundraising Summary

There has been no change in the fundraising position, in terms of money raised, since the last Board report. Achieving or underwriting the £1m is an explicit condition of the HLF granting approval to progress to Stage 2 of the works (Main Works). The £1m has now been underwritten using APP Charitable Trust (APPCT) reserves held at LB Haringey. HLF has agreed the underwriting. This enables the project to proceed subject to finalisation of designs costs and delivery and final approval by the APPCT Trust Board later this year.

The new Director of fundraising started on 21st March and the addition of this role at the more senior level and greater experience will enable us to increase our fundraising efforts.

14. Operations / Transformation Workstreams

Operations engagement

The APP Operations Team are working up plans for the East Lightwell entrance on the South Terrace to become the new entrance for the Ice Rink prior to the Main Works commencing. This is because the East Court will be handed over to the Contractor in the autumn, and will no longer be accessible to staff or members of the public.

The Operations Team meet fortnightly to discuss a range of key operational issues including the East Car park, ticketing, storage, the East Court retail offer, catering and toilets.

Some staff attended an Asbestos Awareness training workshop delivered by the Contractor on the 08 February 2016. A further workshop will be arranged for April for more APP staff to attend.

Benefits Realisation / Project Close

A review of the business benefits and the 2015 Business Plan will be undertaken in late Spring 2016 to better inform the future reporting process. A Project Area Close Process will be developed to coincide with the completion of the Enabling Works. The Project Manager is looking at proposals for the future Operations and Management files which will be handed over at Practical Completion to ensure they accord to the Trust's standards and requirements.

Appointments

Owing to the significant programme of regeneration at the Palace, the appointment of a Clerk of Works is required to support the Project Manager, Design Team and Palace staff during the construction phases and monitor the Contractor and report regularly. This is particularly important given the scale, complexity and heritage significance of Alexandra Palace.

Following a competitive tender process using a framework, John Burke Associates were appointed as the restoration project's Clerk of Works. This appointment will be funded from existing HLF budgets.

15. Construction Workstream

An Inception Workshop was held with the whole professional Design Team and Contractor which set out the common values of the project and enabled the teams to understand each other's priorities.

Workshop Aims included:

- Develop a team ethos
- Ensure a real understanding of the context of the key parties in the project
- Ensure a real understanding of the Project Brief and the key elements
- Understand the client's priorities

- Understand the design brief and development
- Understand WD pre-construction priorities
- Understanding APP customer requirements
- Establish effective working arrangements
- Bring focus to an agreed Action Plan

Examples of comments from the day included: “*Very productive*”; “*Helpful to have such an open dialogue*” and “*Great workshop, good to see buy-in across the teams to dates and actions*”.

16. Programme Budget Reporting

Expenditure at the 29 February 2016 is in line with anticipated spending and mainly involves professional design and associated fees and support delivery costs. A fourth drawdown claim to the HLF has been made for the month of February, and includes the first Contractor payment for the Enabling Works.

17. Funding Sources

Confirmation of funding sources:

Heritage Lottery Fund	£18,850,000
Haringey Council	£6,793,775
Fundraising/underwritten sum	£1,094,128
Total Delivery Budget	£26,737,903

18. Alexandra Palace Project Cashflow

The below table shows critical points in the project where there will be cashflow gaps due to the timing of drawdowns from the HLF and the release of match-funding from LB Haringey. LB Haringey have confirmed that they will support the project during these times so the KPI’s are met on invoice payments.

19. Legal Implications

The Council’s Assistant Director of Corporate Governance has been consulted in the preparation of this report and confirms there are no legal implications at this stage.

20. Financial Implications

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

21. Appendices

Appendix 1 – Drawdown Against HLF and LBH Grants

18. Drawdown against HLF and LBH Grants

Based on HLF approved project budget							
Programme Delivery	Original Delivery Budget	Adj Cash Limit Budget	Actuals to date To end Feb 16	Claim to HLF Total To Feb 2016 Total £18,850,00	Claim to LBH Total to Feb 16 Total £6,793,775	Fundraising Received	Totals claimed/Received
	£	£	£	£	£	£	£
Construction including Repair and conservation, other capital works including external works, landscaping and other preliminary costs including risk inflation	20,487,800	20,487,800	233,301	163,3100	0		
Professional Fees and surveys	2,796'692	2,796'692	949,030	664,321	0		
Activity Plan – training, equipment, professional fees – 3 year	852,660	852,660	0	0	0		
Delivery costs and evaluation -4 year	440,379	440,379	54,765	38,336	0		
Programme Contingency:	2,160,372	2,160,372	0	0			
Sub total	26,737,903	26,737,903	1,237,096	865,967	500,000	91,344	1,255,969

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Report Title: Draft Reserves Policy

Report of: Dorota Dominiczak, Director of Finance and Corporate Resources, Alexandra Park and Palace.

1. Purpose

This report explains the requirement to publish and adopt a reserves policy by Alexandra Park and Palace Charitable Trust and proposes a draft reserve policy for adoption.

2. Recommendations

2.1 To approve the draft Reserves Policy attached at Appendix 1.

2.2 To note that a more comprehensive Reserves Policy will be presented to the Board at a later stage.

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

Charities are required by law to publish and adopt a policy for maintaining reserves (unrestricted available funds) to cover the organisation's running costs for a 6 month period. Alexandra Park and Palace will be in a position of holding a reserve fund for the first time in 2016-17 and the attached draft policy will enable this. A more comprehensive Reserves Policy will be presented to the Board in the future.

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. Introduction

6.1 Alexandra Park and Palace is a charitable trust which was registered with the Charity Commission in 1981. The function of the Trustees was transferred to the London Borough of Haringey in 1980 and the Trust is subject to local government legislation as well as the requirements of charity law. The Charity Commission expects trustees to decide, publish, implement and monitor their charity's reserves policy so that they can comply with their legal duties to:

- act in the interests of their charity and its beneficiaries;
- protect and safeguard the assets of their charity;
- act with reasonable care and skill;
- ensure their charity is accountable.

6.2 In practice, this means that trustees should develop a reserves policy that:

- fully justifies and clearly explains keeping or not keeping reserves;
- identifies and plans for the maintenance of essential services for beneficiaries;
- reflects the risks of unplanned closure associated with the charity's business model, spending commitments, potential liabilities and financial forecasts;
- helps to address the risks of unplanned closure on their beneficiaries (in particular, vulnerable beneficiaries), staff and volunteers.

6.3 The reserves policy should be published (even if not required to by law) and be tailored to the charity's circumstances – it should not be a standard form of wording. It should explain to funders, beneficiaries, the public and the commission exactly what reserves are kept (or not kept) for and when they are to be used.

6.4 Larger charities are required to:

- publish their assessment of the risks that the charity faces and how to manage them in their annual report;
- make sure that their reserves policy is put in place and operated;
- regularly monitor and review the effectiveness of the policy in the light of the changing funding and financial climate and other risks.

7. What are reserves?

7.1 Reserves are that part of a charity's unrestricted funds that are freely available to spend on any of the charity's purposes. This definition excludes restricted income funds and endowment funds, although holding such funds may influence a charity's reserves policy.

- 7.2 Reserves will normally exclude tangible fixed assets such as land, buildings and other assets held for the charity's use. It also excludes amounts designated for essential future spending.
- 7.3 Once a reserves policy is set, it should not be regarded as a static policy. The circumstances of a charity or the environment in which it operates will change with time and trustees should review their policy at least annually as part of a charity's planning processes. The amount held in reserves should also be monitored during the course of the year as part of a charity's budgetary processes.

8. Why is a reserves policy important?

- 8.1 A reserves policy explains to existing and potential funders, donors, beneficiaries and other stakeholders why a charity is holding a particular amount of reserves. A good reserves policy gives confidence to stakeholders that the charity's finances are being properly managed and will also provide an indicator of future funding needs and its overall resilience.
- 8.2 The Charities SORP (Statement of Recommended Practice) requires a statement of a charity's reserves policy within its annual report. In addition, if a charity operates without a reserves policy, the regulations require this fact to be stated in the annual report.
- 8.3 The reserves policy should clearly explain
- where material funds have been designated, the amount and the purpose of the designation;
 - where designated funds are set aside for future expenditure, the likely timing of that expenditure.
- 8.4 Deciding the level of reserves that a charity needs to hold is an important part of financial management and forward financial planning. Failure to do this may result in reserves levels which are either:
- higher than necessary and may tie up money unnecessarily. Holding excessive reserves can unnecessarily limit the amount spent on charitable activities and the potential benefits a charity can provide;
 - too low, increasing the risk to the charity's ability to carry on its activities in future in the event of financial difficulties, and increasing the risks of unplanned and unmanaged closure and insolvency.
- 8.5 These requirements of the Charities SORP are given legal force by the Regulations, which also require a statement in the event of a charity not having a reserves policy.

9. Reserve Policy and Fundraising

- 9.1 It is important when fundraising that trustees maintain the confidence of the public in their charity by being open and transparent about their charity's need for funds. If the charity has excess reserves, the trustees should ensure that they do not misrepresent the urgency or need for funds.
- 9.2 When a charity is applying for a grant or is bidding for a contract, it is important that the funder understands the charity's reserves policy and that the policy explains and justifies the reserves held.

10. Alexandra Park and Palace Current Position

The organisation will not be in a position to provide an actual reserves figure until the closing of the annual accounts in April 2016 therefore this report seeks to adopt the draft Reserves Policy with a review of the policy later in the year to include confirmed figures and more detail.

11. Legal Implications

- 11.1 The Council's Assistant Director of Corporate Governance has been consulted in the preparation of this report.
- 11.2 The statutory and regulatory requirements for the Trust to hold, and publish its policy as to, reserves is set out in the body of this report and other statutory officer comments. The Assistant Director has no further comments."

12. Financial Implications

- 12.1 The Council's Chief Financial Officer has been consulted in the preparation of this report; in addition to the reasons, set out in the body of this report, to develop a reserves policy, it is clearly good practice to do so and the Trust is encouraged to develop a policy that meets its needs as well as the statutory requirements.
- 12.2 The Trust will want to consider, in addition to the requirement to hold sufficient Oreserves to cover running and staff costs for a six month period, sufficient additional earmarked reserves to provide cover against a range of other risks and eventualities such as insurance claims or for example the additional risks of cost overruns given the extensive capital works being undertaken.
- 12.3 The adoption of a reserves policy will subsequently form part of the decision making process for setting and managing the Trusts budget where there may need to be consideration over competing priorities such as whether to incur expenditure or to maintain or enhance the level of reserves held.

13. Use of Appendices

Appendix 1 – Proposed Alexandra Park and Palace Draft Reserves Policy

**DRAFT RESERVES POLICY FOR ALEXANDRA PARK AND PALACE
April 2016**

The funds generated by the organisation are available, at the discretion of the Trustees (appointed representatives of the London Borough of Haringey, the Corporate Trustee), to further the general objectives of the Trust.

Furthermore, the Trustees have the objective of establishing unrestricted reserves sufficient to cover the Park and Palace's running costs and staff costs for a 6 month period in case of a significant decrease in funding or a downturn of the Charity's own fund generating activities, whether directly undertaken by the Trust or by its trading subsidiary.

The Park and Palace's running and staff costs for a 6 month period equates to approximately £ xxxxx.

The Trustees are mindful of the possible impact of the current East Wing Regeneration Project on income generation and the potential need to permit the use of unrestricted reserves to support the Project on a temporary basis. The project will conclude in 2018.

The Trustees will aim to build designated reserves to support any expenditure of a capital nature as necessary for the maintenance of the Palace outside the Regeneration project. The actual reserves at the 2016 year end amounted to £yyyy.

This reserves policy will be reviewed as part of the annual accounts preparation and published in the Park and Palace's annual review.

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Report Title: West Yard Storage Project

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

1. Purpose

1.1 To provide the Trust Board with details of a proposed new project – West Yard Storage Project outlining the principles behind the project, the work completed so far and the developing business case and design solutions.

2. Recommendations

2.1 To note the contents of this report and also the SAC-CC comments regarding the seeking of Planning Permission and Listed Building Consent as considered at their meeting on the 5 April 2016..

2.2 To permit the Chief Executive to work with Haringey Council through its project approvals and business case procedure to seek a £2.5m loan to finance the West Yard Storage Project.

2.3 To delegate to the Chief Executive, in consultation with the Trust Chair, the finalisation of the Business Case for the Project.

2.4 To utilise the same governance arrangements to oversee and monitor this Project as approved by the Trustees at their meeting of the 18 April 2015.

2.5 To receive an updated report at a specially convened meeting in due course to appoint the contractor to complete the design and build contract for the West Yard Storage Project.

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

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

3. Executive Summary

3.1 The East Wing Restoration Project takes ownership in September 2016 of spaces which

are currently used to house event infrastructure. Failure to find an appropriate new home for this critical infrastructure will significantly impact the gross margin and ability for the sales team to win and retain clients therefore limiting the gift aid to the Trust.

3.2 Following investigations it was identified that there were no appropriate spaces within the Palace itself to house infrastructure of this magnitude. Therefore attention was focused on the opportunity to build a new storage facility in the West Yard adjacent to the West Hall and Great Hall

3.3 The Surveyor to the Fabric, Purcell, was initially commissioned by APPCT to undertake a feasibility study and prepare concept designs for a building to provide storage for the displaced event infrastructure create an opportunity for commercial space, provides a long term structural support solution to the North Wall and to bring the derelict North West Tower back into use.

3.4 Initial funding for the survey work was approved by the Board last year and has progressed into the design concept stage in advance of more detailed designs. An application for planning and listed building consent is to be made in April 2016. The current proposals will provide a piled foundation for a steel frame to support the North Wall in lieu of the old scaffold shoring structure and for the first two levels at the West Yard level to be utilised for storage. The next level up would provide a multi-functional commercial space possibly with a roof top terrace. The structure would also connect to the North West Tower via a new glass structure. During the Project fabric repairs would also be identified and undertaken to further preserve and extend the use of the Palace in accordance with the Fabric Management Plan.

4. Local Government (Access to Information) Act 1985

N/A

5. Background

- 5.1 As previously highlighted to the Board the East Wing Restoration Project funded by the HLF and Haringey Council will progressively occupy and displace large areas currently used for servicing the events business.

The most significant of these occupations is the spaces behind the theatre known currently as Area 7 which will become dressing rooms and facility space for the Theatre. Area 7 is at ground level and links directly to the Great Hall. It houses all the infrastructure for the events business including but not limited to rostra for the main stage, 2000 chairs housed in 45 made to measure cages, 10 cages for tables of various sizes and event signage.

- 5.2 Alternative locations for storage have been investigated and though it may seem that Alexandra Palace would have significant amounts of space available assessment has to be against appropriate space for storing infrastructure of this magnitude and the logistics of moving such equipment on a regular basis. Examples of requirements that the storage space would need to provide are:

- ground level access to the Great Hall and West Hall

- minimum 400 square metres and minimum height 6.5m
- ease of access for forklifts
- ability to support the weight of infrastructure

5.3 Following the study of areas currently within Alexandra Palace it was concluded that there was no space that met the specified criteria. Therefore attention turned to creating a new storage unit.

5.4 The location identified for development is the space currently occupied by portacabins (used for event security and offices) in the West Yard in front of the North Wall. Following approval from the Board, surveys were undertaken to establish whether this space would be appropriate for a building with the primary purpose of storing heavy event infrastructure.

Following positive indications that a building would be possible APPCT commissioned the Surveyor of the Fabric, Purcell, to carry out a feasibility study, and prepare concept designs of a building to provide storage for the displaced infrastructure, but also provides a multifunctional commercial space, long term support to the North Wall allowing the removal of the raked scaffold shores and incorporated the North West Tower, bringing derelict space back into use.

5.5 Once the feasibility study and concept designs were completed they were tested against the draft business case to assess whether the project would be affordable. The project is indicating a cost plan (paragraph 7.2) for £2.5m against the timescales indicated below at paragraph 9.1.

As part of the draft business case an assessment was made to evaluate the impact on the business should the infrastructure be stored off site (not within the perimeter of the Palace itself). The findings were clear that an off-site solution would have a significant impact on the gross margin of APTL limiting its ability to continue gift aiding its profits at levels seen in recent years, impacting on the Trust ability to meet its charitable purposes.

However, and more significantly, the assessment identified that the organisation would struggle to win and retain business as the increased cost to clients, slower turnaround time and loss of flexibility would make the venue uncompetitive. The draft business case demonstrates the return on investment and affordability of the project later in this Report at paragraph 10.

5.6 An ancillary benefit to this project is the opportunity to use the frame of the proposed steel structure to re-support the North Wall currently restrained to the south face by a series of scaffold buttresses which were erected during the 1980's. Though currently deemed stable the buttressing can't continue to be "the long term solution" Using the building as the stabiliser will allow for the scaffold buttressing to be removed and to improve the Yard's appearance.

Some of the portacabins are at the end of their useful life and will be removed as part of the Project. Others, currently used for event security will be relocated to more appropriate areas of the Palace.

- 5.7 The SACC are considering a similar report in respect of seeking planning permission and Listed Building Consent for this Project and their observations will be made known to the Board.

6. Principal Proposal

- 6.1 The proposal will provide a 3 storey steel structure with the basement level and ground floor providing storage space for event infrastructure and the levels above offering opportunity for multifunctional commercial use such as function rooms with a roof terrace or office space will also be considered as part of the full business case.

The project offers the opportunity to restore the North West Tower and connect it to the new building as well as much needed external restoration repairs both to the Tower and the North Wall.

- 6.2 The Surveyor to the Fabric now working under Kier Construction Limited developed the project brief and objectives to a stage where a planning application can be made. In developing early construction options they have developed the elevations and massing of the structure providing the structural solution to support the North Wall and resolve other known site constraints, such as the 1940's underpinning of the Wall.
- 6.3 The current proposal will provide a six level (approximately 3 storey) steel structure with a multifunction space (currently shown as a function space for planning permissions and roof terrace on the upper levels above the storage units. The structure will require piled foundations and works sequenced to support the North Wall and still provide operational access to the Great and West Halls.
- 6.4 This Project will also enable the opportunity to reform openings to 3 no. windows on the North Wall Elevation. Works to reform openings to the North West Tower are also planned as well as external restoration repairs to both the North Wall and the North West Tower (to meet the requirements of the Fabric Maintenance Plan). The new structure will be connected to the North West Tower with an enclosed glass entrance lobby providing an attractive entrance to the function rooms above. There is also opportunity to re-form openings on the existing Tower. The Project also provides future capability to reconnect the North and West Yard via a platform lift.
- 6.5 Security, separation and external treatments of the project area is currently being discussed as the operational and commercial aspects move into more detailed design. A reduced number of the portacabins will be relocated to the North Yard. This will provide more effective operational arrangements for security. Additional office space will be found within existing accommodation in the Palace.
- 6.6 An initial pre-application meeting was held with London Borough of Haringey on the 18 March 2016. The proposals received a positive response.

Particularly the boldness of the new building, the pedestrian linkages, the opportunity to preserve the North Wall in a more structured way and the clearance of the West Yard of the portable buildings. The SACC are considering the Project at their meeting on the 5 April 2016.

- 6.7 Purcell will be assisting with a Heritage Statement for the Proposal when the planning and listed building applications are submitted later in the month.
- 6.8 Concept drawings for the proposal can be found attached to this report under Appendix 1. The new building life will be in excess of 60 years.

7. Objectives and Costs

7.1 The Objectives for this Project are:

1. Re-provide event infrastructure storage lost through the East Wing Restoration Project to Area 7
2. Re-stabilise the North Wall using a more efficient method than the existing scaffold rakes.
3. Replace poor condition portable units in the West Yard
4. Open up the opportunity to restore and re-use the North West Tower
5. Provide a new commercial facility to generate revenue and profit to service the capital cost and repayments on a loan.

7.2 A summary breakdown of costs which are still in final development are:

Pre- Construction (Design, Surveys and Reports)	£70,000
Other Surveys	£20,000
Groundworks	£425,000
Structure – Building and Fit Out	£1,220,000
Externals	£30,000
Risk Item - Allowance	£80,000
Contingency	£250,000
Contractors Costs	£250,000
Fees	£35,000
Client Costs	£120,000
Total	£2,500,000

8. Procurement and Funding

8.1 Early consideration was given to a traditional design and development route using an architect and then engaging a contractor to build to the prescribed specification, drawings and employers requirements. However, the need to deliver this Project within a prescribed timescale given the occupation of Area 7 by the East Wing Restoration Contractor necessitated a different approach to reduce design, procurement and project team assembly timescales.

- 8.2 After consideration of available public sector and EU compliant frameworks, the Scape Single Supplier Minor Works Design and Build Framework was found to be the more efficient and provided a speedier route to market, the ability to use known partners, such as Purcell's, and the opportunity to deal with contracts on a staged basis, i.e. the current appointment with Kier Construction Limited is under a Project Order for design development, site surveys and investigations as part of the pre-construction phase. There are a number of 'gateways' through to construction and should we be unable to proceed further with the design and build we are only exposed to the level of the Project Order placed.
- 8.3 The Project Orders will be issued within current approved budget of £100,000 for all necessary works to complete the pre-construction phase. In order to move to the construction phase and finalise matters to enable works on site to commence additional borrowed funds will be required.
- 8.4 In this report the APPCT Board are recommended to permit the Chief Executive to work with Haringey Council through their business case approval process to Cabinet on 14 June 2016 and to permit the Trust to seek to borrow £2.5m. Based on current loan rates the annual repayments would be under £100,000 over a 60 year repayment period.

9. Milestones

9.1 The Provisional Project Programme is

Completion of feasibility, surveys and developed design	March/April 2016
Consideration by APPCT Board	12 April 2016
Complete Final Design	April/May/June 2016
Seek Planning permission	April 2016
Planning Consent	June/July 2016
Start on Site	July 2016
Completion on site	January 2017
Final fit out complete	February 2017

*This is subject to further clarification by Kier Construction.

10. Business Case

- 10.1 A draft business case has been prepared in conjunction with a review of event infrastructure space within the Palace and taking account of the multi-functional space use. It is currently being updated with sensitivity analysis around the assumptions for use, the options and payback periods so a final judgement can be made against the more unpalatable option shown in 10.2 below.
- 10.2 The annual cost of offsite storage of event infrastructure and logistics to move to and from the Palace for events is estimated at £150,000 p.a. The further risk to the APTL's business gross margin from its inability to win and retain business because of this constraint is a further £150,000 for year one and will

rise in subsequent years. Therefore the risk of off-site storage could be as much as £300,000 per annum and rising in subsequent years.

10.3 The two principal options for the multifunctional space above the storage unit and in the Tower is for functions and office. For functions the space compares with the Londesborough Room and as an event space would work for weddings, conferences or meetings, dinners or to support other events. The second option would be for office based accommodation, although the fit out could assume both. The funding for this as well as the storage is based on a Public Works Loan Board via Haringey Council for £2.5m with annual payments. The range of which is shown in paragraph 10 below.

10.4 The draft business case indicates that for a function and event space the new building will provide profits each year which after year one will cover the cost of the loan. Year 1 will show a loss of under £20,000 which is lower than the off-site solution as described in 10.2. The office based solution would not cover the loan repayments and be a further loss year on year. The final decision will be based on a full assessment and sensitivity analysis, the ability for the Trust to fund the ongoing loan commitment and a value for money assessment, which will also meet Haringey Council's approach to project funding.

10.5 The final Business Case will take account of a £2.5m loan repayments balanced against the optimum building life and ability of the Trust to service the loan. The current loan rate over a number of payment periods is

Loan Rate	3.32%			
Period – years	25	35	45	60
Payment per Annum	£150k,000	£122k	£110k	£100k
Total repayment	£3.8m	£4.3.	£4.9	£5.8m

Note: To provide context for the trustees, the Ice Rink Investment in 2011 was for £2.66m over a twelve year period at an interest rate of 3.5%.

10.6 Even if the planners would allow a basic structure to house the storage of the event infrastructure in the West Yard the cost of the groundworks, basic structural frame and coverings would be approximately £1.9m with interest payments over 60 years of £75,000 pa.

10.7 For expediency and in order to complete the business case within the timescales required around Trust meetings, design development with the designer and contractor and to timescales to complete a Project the Board are being asked to delegate the conclusion of this document to the Trust Chief Executive in consultation with the Trust Chair

10.8 The main risks are shown in 11.2 below.

11. Risks

- 11.1 A Risk Analysis has been completed as part of the draft business case and a Construction based Risk Register is being prepared for this Project by the Contractor Team.
- 11.2 The main business risks with not proceeding with the Project are:
- a. No on-site Storage leading to higher revenue implications from off-site storage of event infrastructure and loss of new and existing clients
 - b. Offsite storage with consequential logistical issues
 - c. Higher management event infrastructure control costs
 - d. Loan repayments could become unaffordable if APTL does not maintain its current trading performance.
 - e. Delayed decision over the project leading to delayed delivery and temporary off site solution having to be found (not budgeted for)
 - f. Wrong assumptions for costs, profit and loss for function space
 - g. Planning permission and listed building consent not approved.
- 11.3 The main construction risks are:
- a. Ground Conditions
 - b. Unforeseen Asbestos and unknown utilities
 - c. Capacity of existing Services
 - d. Ecology and archaeological requirements
 - e. Planning and Listed Building Consent
 - f. Space limitations for works and maintaining operation access
 - g. Vulnerability of North Wall and sequential removal of the wall shoring structure
 - h. Not completing and making available the storage space by the timewhen East Wing Restoration Contractor requires access to Area 7 (rear of Theatre) – currently early 2017
 - i. London construction inflation.

12. Governance

- 12.1 While the APPCT Board are the primary overseeing and decision making body for the project, the project's day to day governance requires additional oversight. While it would be perfectly possible to separate the staff and consultants' management of the project from the decision making role of the Board, it would be beneficial for the management of the project to bring the strategic influence of the Board into the closer governance of the project.
- 12.2 We propose a governance structure similar to that for the HLF East Wing Regeneration Project (and approved by the Board on the 18 April 2015) which allows proper oversight of the project with decision making at the appropriate levels. The current Programme Board, which is an informal sub-group of the Trustee Board, has formal decision making powers and meets monthly. This Programme Board gives direction to APP staff to deliver the Project. It would be prudent to use the same Programme Board, to oversee this Project as well through the receipt of regular monthly reports, risk register and cost plans.

- 12.3 In addition, and to monitor costs and changes, the newly formed Project Cost Control Panel for the East Wing Restoration Project will be utilised.

13. Legal Implications

The Council's Assistant Director of Corporate Governance has been consulted in the preparation of this report, and confirms there are no legal implications of the Board approving the recommendations in the report. Should the project move to the construction phase, legal advice should be sought at that stage.

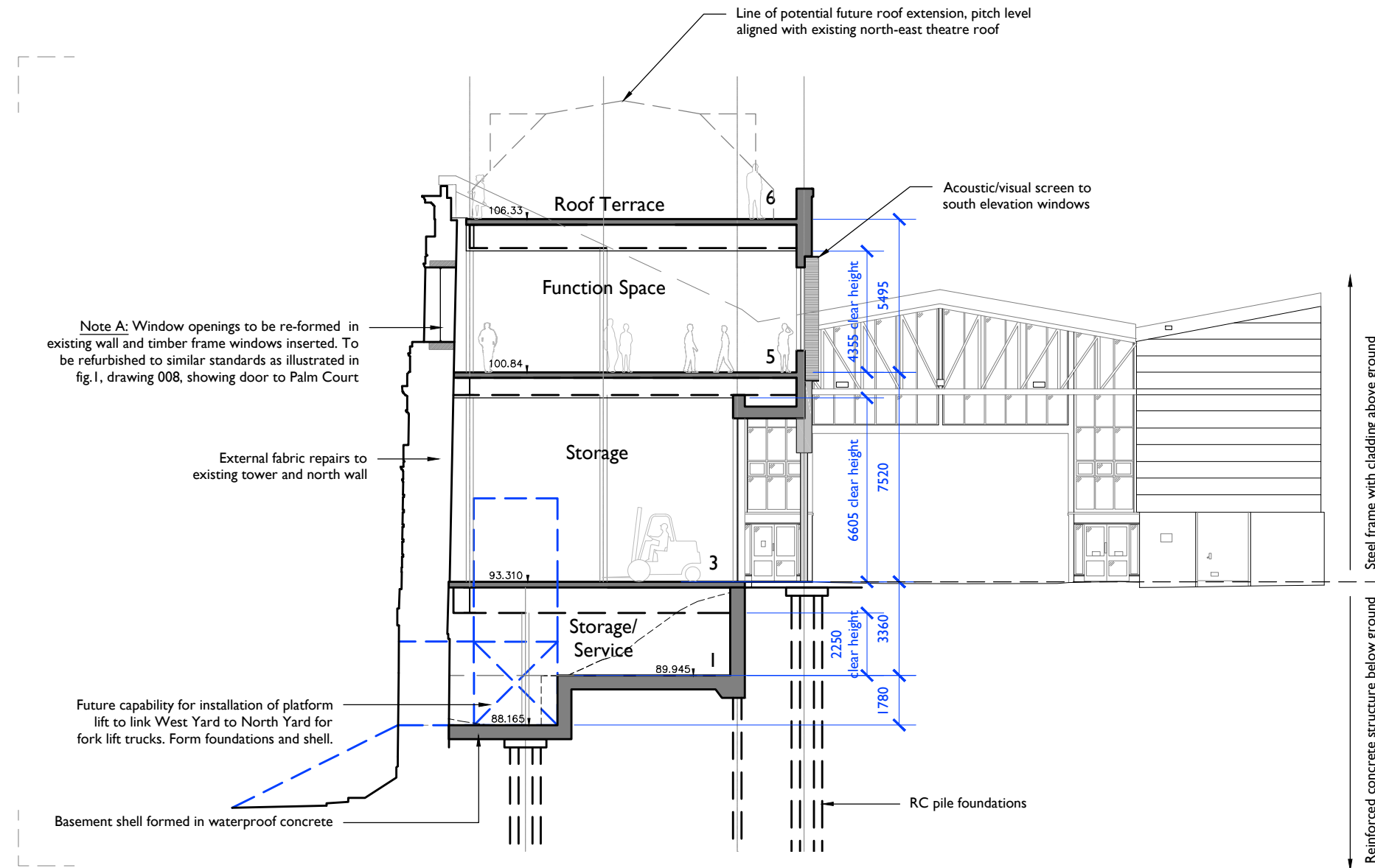
14. Financial Implications

- 14.1 The Council's Chief Financial Officer has been consulted in the preparation of this report, and has the following comments:
- 14.2 The business case will need to demonstrate that the repayments and other costs are affordable to the Trust over the lifetime of the loan which would support a decision to increase the Council's borrowing level.
- 14.3 As was the case for the Ice Rink loan a formal agreement would need to be drawn up between the Council and the Trust which would set out the terms and conditions in support of the loan. In particular the interest rate used would relate to the prevailing long term rate at the point that agreement was reached. The indicative rate used in this report does provide a reasonable reflection of the likely financial impact faced by the trust given the recent stability in long term borrowing rates.
- 14.4 The Trust will also need to consider the on-going maintenance needs of the new building and any other costs associated with the proposed activities that are set out in this report; the Trust will need to ensure that these costs are affordable and the Business Case is the mechanism for demonstrating that these issues have been fully considered.

15. Use of Appendices

- Appendix 1 – Proposed Short Section
- Appendix 2 – Proposed Site Plan
- Appendix 3 – Proposed North Elevation
- Appendix 4 – Approach Sketch

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01 - Proposed Short Section B - 1:200@A3

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All dimensions are in millimeters unless noted otherwise.
Purcell shall be notified in writing of any discrepancies.

ISSUE	DATE	DRAWN	CHECKED	DESCRIPTION
First Issue	01 Mar 2016	SB	D	

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PROJECT **Alexandra Palace - West Yard New Building**

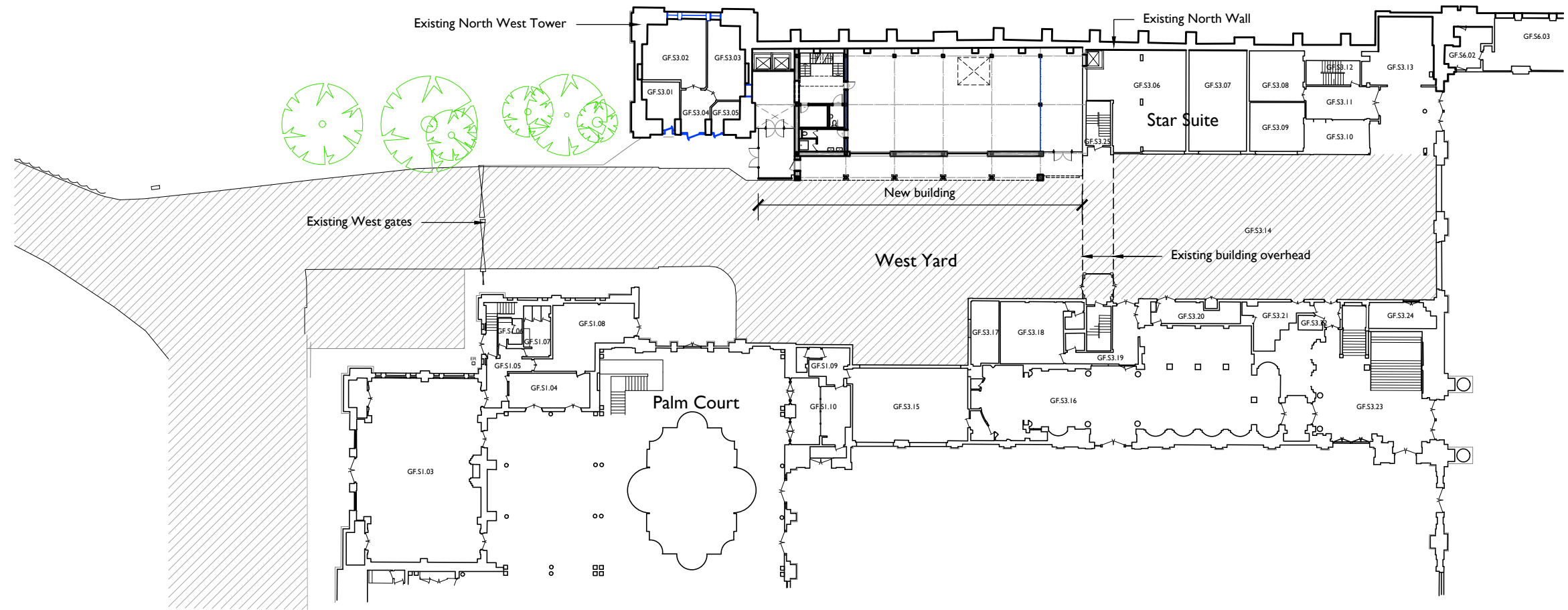
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SIZE & SCALE **A3L 1:200@A3**

DRAWING STATUS **ISSUED FOR INFORMATION**

JOB NUMBER **236841**
DRAWING NO. **006**
REVISION **-**



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01 - Proposed Site Plan - 1:500@A3

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ISSUE	DATE	DRAWN	CHECKED	DESCRIPTION
First Issue	01 Mar 2016	SB	D	

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 PROJECT **Alexandra Palace - West Yard New Building**

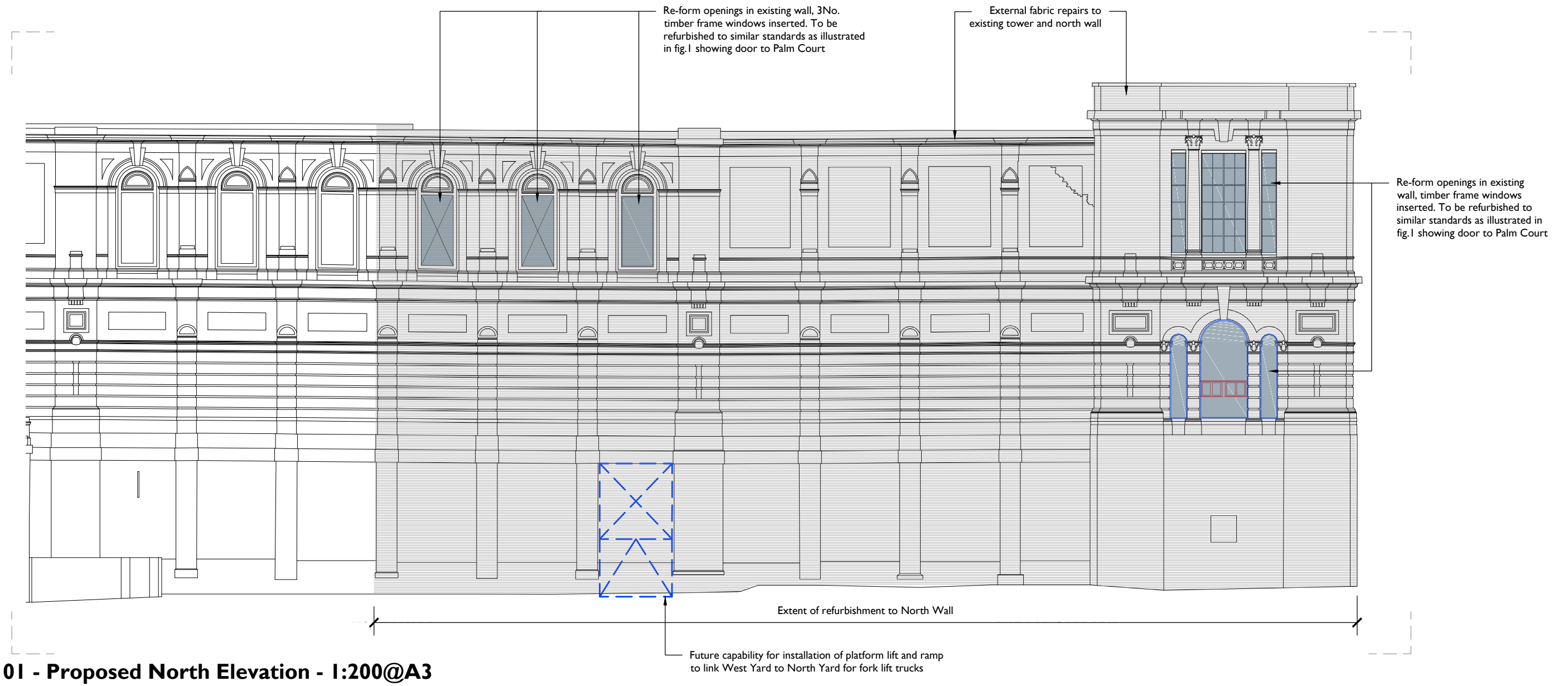
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Proposed Site Plan**
 SIZE & SCALE **A3L 1:500@A3**

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01 - Proposed North Elevation - 1:200@A3



Fig. I. Restored windows to Palm Court, Alexandra Palace

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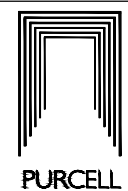
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First Issue 01 Mar 2016	SB	D	
ISSUE	DATE	DRAWN	CHECKED
			DESCRIPTION

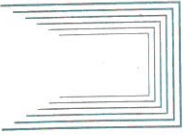
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PROJECT	Alexandra Palace - West Yard New Building

DRAWING TITLE	Sketch Scheme I Proposed North-West Elevation
SIZE & SCALE	A3L 1:200@A3
DRAWING STATUS	ISSUED FOR INFORMATION

JOB NUMBER	236841
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(A) NEW SLIDING GAZE SYSTEM.

(B) NEW SLIDING SCREENS WITH ACCESS TO NW TOWER FUNCTION AREAS VIA PEDESTRIAN CROSS-OVER FROM PALM COURT ENTRANCE

(C) POSSIBLE CANOPY ENTRANCE TO CONNECT WITH PRIMARY BUILDING ENTRANCE.

(D) PEDESTRIAN CROSS-OVER ROUTE TO SLIP RD APPROACH - PAVED

(E) NEW PATH TO NORTH OF SLIP RD

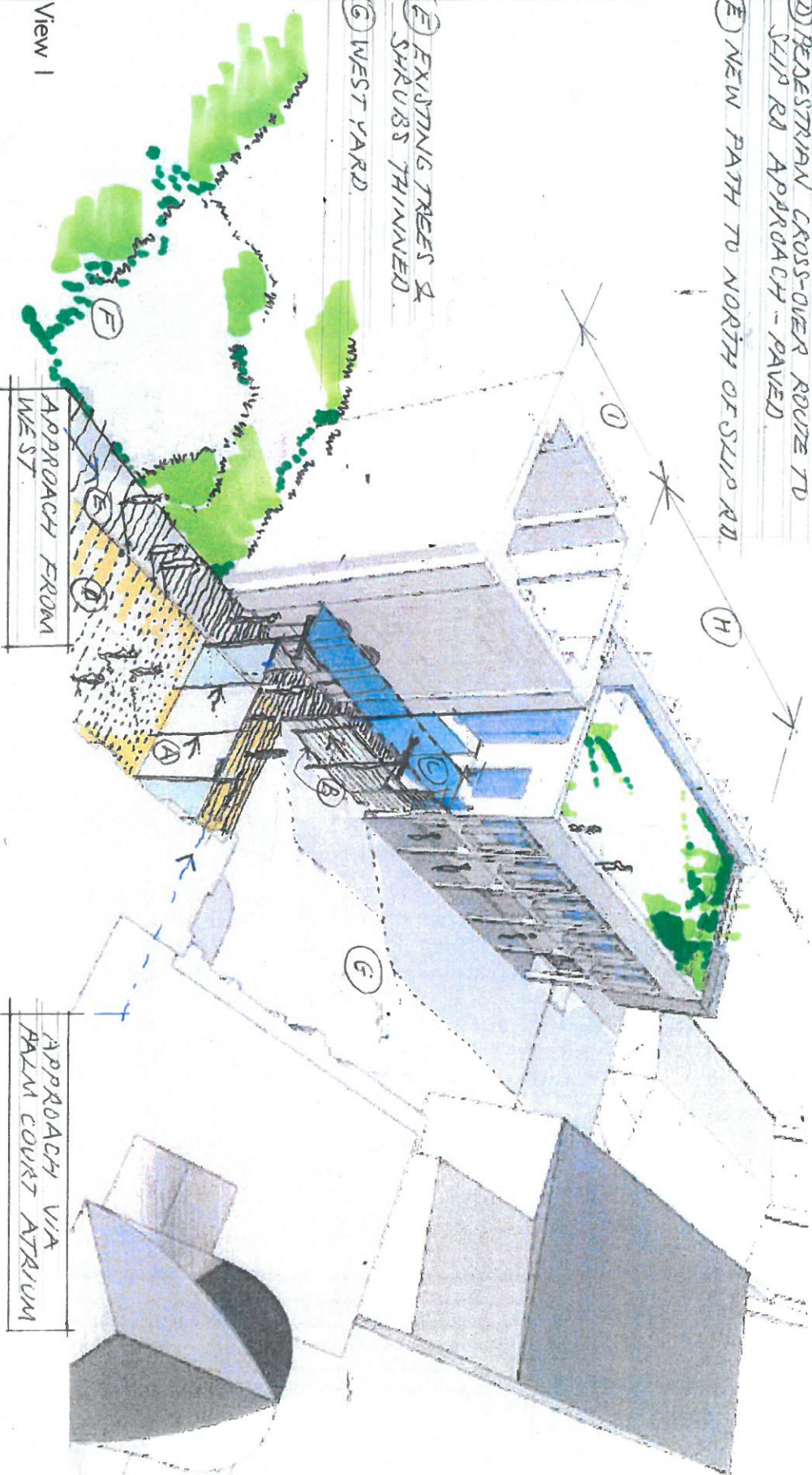
(F) EXISTING TREES & SHRUBS THINNED

(G) WEST YARD

(H) NEW PRIMARY STORAGE & FUNCTION SPACE BUILDING SCHEME 1.

(I) NW TOWER, REFURBISHED INTERNALLY UNDER SCHEME 2.

APPENDIX - DOC. B.
CONCEPT DESIGN PRESENTATION REPORT



View 1

APPROACH FROM WEST

APPROACH VIA PALM COURT ATRIUM

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2016/17 APPCT Board work programme

Meeting Date	Agenda item & details
Tuesday 12 April 2016	<ul style="list-style-type: none"> • Standing items: CEO (LS), Regen (ED), L&C (IA), Commercial (LF), Park (ME), Financial Results (DD) • 2016-17 Business Plan for approval (Louise Stewart) including Budget 16/17 • Annual Accounts timetable for approval (Dorota Dominiczak) (appended to Financial Report) • Storage Unit Proposal for approval (Emma Dagnes) • Governance Review – scope for approval (Louise Stewart) • New contract for approval (Kevan Mayor) • New-look Website (Martin Keane) • Reserves Policy (DD) • Board work programme for noting (Natalie Layton)
24 th May 2016 - Workshop	<ul style="list-style-type: none"> • Wood Green Regeneration • Regeneration Project RIBA Technical Design Stage 4
Tuesday 19 July 2016 6pm – Board workshop (annual accounts)	<ul style="list-style-type: none"> • Standing items: CEO (LS), Regen (ED), L&C (IA), Commercial (LF), Park (ME), Financial Results (DD), Business Plan Quarterly progress Q1 (LS) • 2016-17 APPCT Trustee Membership for confirmation (Felicity Foley) • APTL membership for confirmation (Louise Stewart) • Annual Report and accounts for approval (Dorota Dominiczak) • Storage proposals for approval (Emma Dagnes) • Repairs & costs, Maintenance and Major Projects Forward Plan (for noting) (Emma Dagnes) • Board work programme for noting (Natalie Layton)
Sept/Oct 2016	Strategy Day
Early Sept.2016 Special	<ul style="list-style-type: none"> • Contract Award
Tuesday 6 December 2016	<ul style="list-style-type: none"> • Standing items: CEO (LS), Regen (ED), L&C (IA), Commercial (LF), Park (ME), Financial Results (DD) Business Plan Quarterly progress Q2 (LS) • Board work programme for noting (Natalie Layton)
Tuesday 14 February 2017	<ul style="list-style-type: none"> • Standing items: CEO (LS), Regen (ED), L&C (IA), Commercial (LF), Park (ME), Financial Results (DD) Business Plan Quarterly progress Q3 (LS) • Draft Business Plan • Outturn Projections • Board work programme for noting (Natalie Layton)

** Please note that this is a working document, dates and agenda items listed above are subject to change*

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of the Local Government Act 1972.

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