

Alexandra Palace & Park Board

on 15th February 2011

Report Title: **Regeneration Working Group Update**

Report of: **Andrew Gill, Interim General Manager, Alexandra Palace & Park Charitable Trust**

1. Purpose

- 1.1 To report back on progress made by the Alexandra Park & Palace Regeneration Working Group (APPRWG) since the last report to the Board on this matter on 21 December 2010.
- 1.2 To provide the Board with more details of the Options Analysis and Feasibility Study currently being undertaken by Locum (Colliers International).

2. Recommendations

- 2.1 That the Board notes the recent and proposed work of the APPRWG as outlined in this report.
- 2.2 That the Board notes the procurement and selection process that resulted in the appointment of Locum to undertake the Options Analysis and Feasibility Study.
- 2.3 That the Board requests that the APPRWG provides a synopsis of the Communications Strategy for circulation to members of the Board.
- 2.4 That the Board agrees that the Chair and/or Vice Chair are authorised to speak publicly on behalf of the Board concerning the Regeneration Project.
- 2.5 That Board Members agree to refer any media enquiries to the Chair via the Alexandra Palace normal communications handling agency.
- 2.6 That the Board requests the Chair of the APPRWG (or his nominated representative) to present the findings of the Options Analysis and Feasibility Study to the Board's meeting on 28 April 2011.
- 2.7 That the Board instructs the Interim General Manager to inform the Chair of the APPRWG of its resolutions on these matters.

Report Authorised by: **Andrew Gill, Interim General Manager**



Contact Officer: **Andrew Gill, Interim General Manager, Alexandra Palace & Park, Alexandra Palace Way, Wood Green N22 7AY Tel No. 020 8365 4340.**

3. Executive Summary

- 3.1 This report updates the Board on progress made by the Alexandra Park & Palace Regeneration Working Group (APPRWG) since the last report to the Board on this matter on 21 December 2010.
- 3.2 This report provides the Board with more details of the Options Analysis and Feasibility Study currently being undertaken by Locum (Colliers International) including the procurement and selection process that resulted in the appointment of Locum to undertake the Options Analysis and Feasibility Study.
- 3.3 The Communications Strategy for the Regeneration Project is at advanced draft stage and its primary aim is to undertake effective stakeholder engagement, through clear and accurate information about each stage of the Regeneration process to be disseminated effectively, manifested in a two-way conversation with a range of stakeholders.
- 3.4 Pending its consideration of the Communications Strategy for the Regeneration Project this report seeks the Board's approval for the Chair/Vice Chair to act as spokespeople on behalf of the Board and for the handling of media enquiries.

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

None.

5. Local Government (Access to Information) Act 1985

5.1 N/A

6. Description

- 6.1 At its meeting on 12 January 2010 the Board resolved to abandon its former strategy to award a long lease to a single developer, with a view to adopting a new Strategy for the regeneration of AP&P.
- 6.2 At its meeting on 6 September 2010 the Board resolved to approve the terms of reference and proposed membership of the Alexandra Park & Palace Regeneration Working Group (APPRWG) and to create that Working Group to oversee and give direction to the design, formulation and adoption of a sustainable regeneration strategy for Alexandra Park and Palace that will include the delivery of a strategic master Plan which will provide an integrated framework for future commercial and development delivery.
- 6.3 At its meeting on 21 December 2010 the Board was informed that that the APPRWG considered it vital that the Board clearly sets out its Vision for AP&P in order to set the parameters for the Master Planning process. This is important because the Vision is a very clear public statement of what the Board of Trustees wants to achieve for AP&P and for whom. The Mission Statement (essentially the Alexandra Park and Palace Act 1985) sets out what is in effect the object of the charity which is the purpose the Board must try to achieve.
- 6.4 The Board was also informed at its meeting on 21 December 2010 that the APPRWG had appointed a sub-group chaired by the Vice Chair of the APPRWG to review the work previously done in this area, including the stakeholder liaison and one-to-one meetings undertaken by Harrison:Fraser as part of the Future Vision Review during 2009 and early 2010.

- 6.5 The sub-group comprised of senior officers from Alexandra Palace and Haringey Council (including the Interim General Manager). It engaged the pro bono support of Harrison; Fraser to ensure that in considering a draft Mission Statement and Vision this work was clearly grounded in the quotes, phrases and aspirations of the stakeholders and Board Members as expressed during the extensive one-to-one interviews held last autumn (2009).
- 6.6 Therefore, both the Mission Statement and the Vision were influenced by feedback from stakeholders and interested parties during the Governance and Future Vision review conducted during late 2009 and 2010 and the Board accordingly approved the proposed Mission Statement and Vision.
- 6.7 The sub-group of the APPRWG was tasked with the next stage in the project plan which was to deliver an Options Analysis and Feasibility Study of Alexandra Palace and Park, which will identify suitable uses for the various parts of the site. The study will inform a subsequent master planning exercise which will in turn assist the Board in determining its future strategy for Alexandra Park and Palace.
- 6.8 The sub-group, assisted by officers from Haringey Council's Planning Regeneration Unit, has met several times to deal with the brief to consultants, the tender process and selection and appointment of the consultants to undertake the Options Analysis and Feasibility Study.
- 6.9 The brief to consultants is appended to this report at Appendix 1.
- 6.10 The procurement process was undertaken fully in accordance with Haringey Council's procurement procedures and overseen by the Head of Strategic and Physical Regeneration. Several compliant bids were received and the bid documents were read and evaluated by the members of the sub-group and scored on relevant criteria compared to the Brief.
- 6.11 The tasking of senior officers with such procurement activity (advised by procurement professionals from Haringey Corporate Procurement Unit) is common practice in local government and the work is clearly within the terms of reference of the APPRWG.
- 6.12 The bidders were invited to be interviewed and to give a brief presentation on their approach to the work. The sub-group selected Locum Consulting as the successful bidder and the contract was awarded by Haringey Council as approved by the Director of Urban Environment.
- 6.13 The APPRWG met on 2 February 2011 when it received a presentation by Locum on the methodology of the study. All involved unequivocally understand that that study must meet the requirements of the Vision and that the study will include the park and the Palace buildings.
- 6.14 There are 6 key work stages involved in the study;

Stage 1 Inception and Review (complete)
Stage 2 Site Analysis (complete)
Stage 3 Consultation – Internal and External¹
Stage 4 Analysis and Viability
Stage 5 Draft Report
Stage 6 Final Report

¹ Locum will not engage with any external stakeholders, potential operators or funders at this stage without the permission of the APPRWG and/or the Board.

The target date for Stage 5 is 1 April with a view to presenting the final report to the Board at its meeting on 28 April 2011.

6.15 The Communications Strategy for the Regeneration Project is at advanced draft stage and its objectives are to;

- Present the Options & Feasibility Study (within the context of the wider Master Planning process) and its findings in a clear and transparent way
- Minimise misinformation, speculation and myth
- Present regeneration in a positive way, emphasising its economic benefits

6.16 Key to all of the above objectives is the imperative for clear and accurate information about each stage of the Regeneration process to be disseminated effectively, manifested in a two-way conversation with stakeholders.

6.17 The Board will be provided with the final draft of the Communications Strategy and meanwhile it is asked to note that it will be asked to approve that the Chair and/or Vice Chair are the key spokespeople who will front all key meetings and speak for the Board to the media. Board members are also asked not to comment directly to the media but to refer all enquires to the Chair via the Alexandra Palace PR agency.

6.18 The Board will receive further reports on the Regeneration project at future meetings and at its meeting on 28 April 2011 it will receive a report and a presentation on the findings of the Options Analysis and Feasibility Study.

7 Consultation

7.1 The APPRWG recognises that it will need to communicate to stakeholders and interested parties what it is doing and the Communications Strategy outlined above is designed to ensure that there is a two-way conversation with stakeholders underpinned by clear and accurate information about each stage of the Regeneration process to be disseminated effectively.

7.2 Locum will be engaging with selected stakeholders as part of their work on the Options Analysis and Feasibility Study and letters will be sent within 48 hours of this Board meeting to invite Trustees and Stakeholders to consultation workshops.

8 Recommendations

8.1 That the Board notes the recent and proposed work of the APPRWG as outlined in this report.

8.2 That the Board notes the procurement and selection process that resulted in the appointment of Locum to undertake the Options Analysis and Feasibility Study.

8.3 That the Board requests that the APPRWG provides a synopsis of the Communications Strategy for circulation to members of the Board.

8.4 That the Board agrees that the Chair and/or Vice Chair are authorised to speak publicly on behalf of the Board concerning the Regeneration Project.

8.5 That Board Members agree to refer any media enquiries to the Chair via the Alexandra Palace normal communications handling agency.

- 8.6 That the Board requests the Chair of the APPRWG (or his nominated representative) to present the findings of the Options Analysis and Feasibility Study to the Board's meeting on 28 April 2011.
- 8.7 That the Board instructs the Interim General Manager to inform the Chair of the APPRWG of its resolutions on these matters.

9 Legal Implications

- 9.1 The Trust solicitor's comments have been taken into account in preparation of this report.
- 9.2 The LBH Head of Legal Services was invited to comment on this report.

10 Financial Implications

- 10.1 The cost of the Options Appraisal Feasibility Study will not impact on the Trust's directly controlled budget.
- 10.2 The LBH Chief Finance Officer commented as follows; "The cost of this work is being covered by the sum allocated by the council for masterplanning work"

11 Use of Appendices/Tables/Photographs

- 11.1 Brief for an Options Analysis and Feasibility Study for Alexandra Park and Palace (Brief to consultants).