

## **Brief for an Options Analysis and Feasibility Study for Alexandra Park and Palace**

### **Background**

Alexandra Park & Palace is an iconic, cultural and leisure destination for domestic and international visitors. Its' rich historic background and unique setting have resulted in both the palace and grounds being protected by heritage listings and parliamentary acts, preserving the status of this important Haringey and London landmark.

Haringey Council currently provides an annual funding packaging of over £2 million revenue support to the Trust which operates the venue on its behalf. Additionally, around £0.5m p.a. is raised by the Trust's trading arm (Alexandra Palace Trading Limited) through commercial activity within the Palace. It is estimated that the annual maintenance costs for the building (if 100% operational) are approximately £4 million per annum. APTL trades within c. 50% of available space.

The Palace is in a poor state of disrepair and it is estimated that within 12 to 24 months major infrastructural failings will occur to the fabric of the building. This will have a further detrimental impact on the cultural, commercial and community activities that take place within the building and grounds.

At present approximately 50% of the available space within the Palace building itself is in use. The remaining areas including the Theatre, basement area and former BBC studios are either underused, derelict, or in need of significant investment in order to bring them back into a usable condition.

By identifying suitable uses for the various parts of the demise, this study will inform a subsequent Masterplanning exercise.

The budget available for this work is between £30,000- and £35,000

### **1. Roles and Responsibilities**

The **mission** statement for Alexandra Palace is

*"To uphold, maintain and repair the Palace and to maintain the said Park and Palace as a place of public resort and recreation and for other public purposes"* Alexandra Park and Palace (Public Purposes) Act 1900

The recently adopted **vision** for its future is:

***"To regenerate Alexandra Palace and Park, in the pioneering spirit of our founders, creating a proud, iconic London destination with global appeal - a successful, valuable and sustainable asset for all, including the local community and stakeholders."***

The options appraisal and feasibility must therefore recognise and work to and within the purpose ascribed to the trustees and within the spirit of the vision whilst also outlining viable and credible usage/content options that address the following:

- customer demand
- brand alignment and recognition
- sustainable commercial viability
- heritage and iconic building and park status

Any options developed must remain within the physical constraints of the site, the various Acts of Parliament that determine its use and, any relevant planning policies that apply to the overall site. The various options must demonstrate a synergy that will allow the multiple uses of the demise to 'feed off' each other from a customer appeal and commercial point of view.

A number of studies have previously been undertaken on the site and will be made available to inform the project - this includes a recent assessment by The Princes Regeneration Trust of previously developed models.

The final report must be a set of clear options for the various demise areas that demonstrate a mix and scale of robust and feasible uses for the site that conform to the above criteria. Additionally proposals must assess the capital costs, development timeframes and potential 'developers' or content providers that could be potential future partners. The detail should be sufficient enough to produce a 'sales document' to enable Alexandra Palace to approach potential funders and developer/operators.

The report must include and be informed by a consultation with key stakeholders, including Haringey Council and the Trust, and refer to any relevant precedents.

The work must conclude with recommendations on:

- existing and future site usage
- product mix
- tenant mix
- socio-economic and commercial implications

## **2. Knowledge and Skills Required**

- Demonstrable understanding and extensive experience of delivering high level options appraisals and commercial viability studies for high profile iconic sites.
- Excellent understanding of heritage assets and the related constraints and opportunities of such buildings.
- Critical understanding of linkages between brand values, public perception, commercial viability and public assets.

- Significant experience of undertaking public consultation and working with local communities and stakeholders from all backgrounds
- Experience of undertaking projects in both the public and private sector with a demonstrable understanding of the leisure and tourism sector
- Co-operative approach to working and ability to work as part of a team.
- High level writing and presentation skills.

#### **4. Procurement process**

You must include with your returns a statement on the EU procurement process that maybe required and any implications this may have.

#### **5. Scope of work**

Submitted tenders must account for and include the key elements of work listed below. The scope of work should also be clearly reflected in the pricing matrix along with written responses to the quality method statement.

##### **Key work elements**

- Review of related (existing) information including studies and recent reviews. Familiarisation of related policy frameworks, legislation and local strategies.
- Site inspection, review and analysis of Palace and Park. This should include commercial assessment of existing uses, suitability of location within the site footprint and potential financial cost of redundant areas.
- Key stakeholder consultation (local group and key Haringey officers)
- Market research, commercial viability analysis, socio economic implication and sustainable suitability of commercial options to include potential income yields.
- Draft report with illustrations analysis of initial options on commercial uses and tenant mixes together with an initial proposal of potential partner/developers for commercial opportunities presented.
- Agreed final report and presentations to client group.

#### **6. Outline Timeframe**

- Work is intended to commence on notification of award of contract
- First draft to be delivered by 14 March 2011
- Final draft to be delivered by 1 April 2011

#### **7. Information required**

- Company name, contact name and full contact details.
- A method statement of addressing the criteria below.
- A list of the project team and CV's.

- A timetable for delivery of this contract, including key milestones of no more than 2 pages. This should include details of individuals working on the project and associated tasks.
- A statement of knowledge and skills of no more than 2 pages referring to recent projects delivered and related examples
- Names and contact details of 3 referees.
- A statement of cost to deliver the contract, including a completed pricing matrix.

The submission (including method statements) should not exceed 12 pages.

### 8. Further information

- The employer has assessed the balance between price and quality. For the purposes of this evaluation the weighting of the main criteria will be
  - Quality 60%
  - Price 40%
- The tenderer with the lowest submitted total price will receive the maximum price score of 40%. Prices of the other Tenderers will be score based on the following formula:

$$\frac{\text{Lowest submitted total price}}{\text{Tenderer's submitted total price}} \times 40\%$$

### 9. Method Statement

The table below sets out the main criteria for assessing submitted bids with the associated weighting. Bids will be assessed on the basis of an 80% and 20% split – 80% allocated to tenders submitted and 20% for interviews (from those that are short listed).

Criteria	Weighting -
Please state how you will undertake the stakeholder consultation/workshops and the methods you will use to collate relevant information	25%
Please state your approach and methodology to undertaking commercial viability analysis and how you will assess suitability and economic sustainability.	25%
Knowledge & Skills statement	20%
List of project team & CVs	10%

Questions of clarification can only be put in writing on the attached query sheet and emailed to:

[mark.hopson@haringey.gov.uk](mailto:mark.hopson@haringey.gov.uk)

The last day for queries will be on the 10<sup>th</sup> December 2010.

The closing date for bids is noon on Thursday 16<sup>th</sup> December.

Shortlisting will take place on the afternoon of **Friday 17 December**.

Short listed bidders will be invited to present and interview on **Tuesday 4 January 2011** at Alexandra Palace with Members from the Regeneration Working Group.

The winning bidder will be notified by close of play on **6 January 2011** to commence the delivery of work to the timescales indicated above.

The appointed Agency will be expected to present their final reports and findings to the Alexandra Palace Regeneration Working Group shortly after the deadline for the delivery of the final draft.

The successful agency chosen for the contract will be required to sign off any necessary confidentiality agreements and agree that all intellectual property rights in relation to the work will belong to the London Borough of Haringey.

**Any award will be subject to financial, insurance and health & safety checks by Haringey Council.**

