


Alexandra Palace & Park Board	on 21st July 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 Board meeting on the 21 June 2011 and the main activities in relation to Stage 2 - Concept Planning. 1.2 To update the Board re preliminary discussions with the Heritage Lottery Fund (HLF) and English Heritage (EH) in relation to funding.	
2. Recommendations 2.1 That the Board notes the regeneration update and endorses the on-going activities for Stage 2. 2.2 That the Board acknowledges the draft Communications Strategy that has been produced for the whole programme of regeneration and, the objectives within it. 2.3 That in relation to finances, the Board: <ul style="list-style-type: none">- notes the on-going work in relation to the funding deficit that exists for stage 2 and the continuing discussions with external agencies to secure financial contributions.	
Report Authorised by: Andrew Gill, Interim General Manager	
Contact Officer: Mark Hopson, Head of Regeneration & Development, Alexandra Park & Palace	
3. Executive Summary 3.1 This report updates the Board on the work of the APPRWG since the last meeting of the Board on 5 July 2011. 3.2 This report provides the Board with; <ul style="list-style-type: none">• An update on appointing Colliers International to assist with delivering key work streams in Stage 2 'Concept Planning'• An update on the draft Communications Strategy for the whole programme of planned regeneration work• Financial implications of the Project which includes updates on discussions with HLF and EH who have provisionally agreed that there may be the opportunity for partial funding of regeneration work in the future, subject to successful applications.	

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

4.1 Resolutions made by the Board at previous meetings during 2010 and 2011.

5. Local Government (Access to Information) Act 1985

5.1 This report was prepared with reference to the report of Colliers International entitled "Alexandra Palace & Park Options Appraisal" April 2011.

6. Progress update

6.1 At the last Trust Board meeting on the 21 June 2011, it was agreed by Trustees that regeneration work should continue to progress, despite issues relating to funding, in order to not lose momentum on the overall programme.

6.2 At the last Regeneration Working Group meeting on the 5 July, the working group members agreed to appoint Colliers to help deliver critical work streams in Stage 2. Broadly, Colliers would be contracted to work on and deliver a Business Plan for the whole life of the regeneration programme, a Funding Strategy and a Procurement Strategy.

6.3 The Head of Regeneration and Development is currently establishing a project team that will be tasked with taking forward the various work streams in Stage 2. The team will involve key officers from Finance, Legal, Procurement, Facilities Management and Programme Office from both Alexandra Palace and Haringey Council. The project team will invite attendance from external consultants contracted to work on the regeneration programme in order to ensure that a holistic and well managed approach is taken.

7 Communications Strategy

7.1 An outline communications strategy has been updated for the period July 2011 – Spring 2013. The following key objectives form the basis of the approach to communications:

- Clear and transparent presentation of the project, its aims and the steps taken in achieving them
- Harness interest, build support, raise awareness and generate enthusiasm
- Minimise negative opinion and comment
- Help to attract partners and investment
- Present regeneration and development in a positive way, emphasising its economic, social and heritage benefits

7.2 A breadth of stakeholders, as previously identified and now updated, plus a mapping exercise have been undertaken to ensure key messages, methods of communication and timings are planned well in advance and by agreed spokespeople. The services of Direct PR, the agency also responsible for the Trust's PR, have been retained to support the comms plan. They are currently working up a detailed plan for Stage 2 which will be circulated to all Trustees in due course. The costs for which are budgeted within the Regeneration Project.

8 External funding update

8.1 Since the last Trust Board meeting on the 21 June, both the Managing Director (APTL) and Head of Regeneration & Development have held meetings with the Heritage Lottery Fund (HLF) and English Heritage. The general purpose of these meetings was to discuss any funding opportunities for the regeneration work at Alexandra Palace and, overall partnership support to take forward the regeneration programme.

Heritage Lottery Fund (HLF)

8.2 A positive meeting was held with the Head of HLF, London, which included a brief tour of the theatre and ice rink. The overriding consideration for Alexandra Palace will be one of timing and how to structure a bid which aligns with the three key HLF objectives:

- Participation
- Learning
- Community

8.3 The HLF bidding process is split in to two rounds:

Round 1: a 12 week process that requires a strategic brief with agreed key objectives and an organisational structure. If successful, applicants have up to 24 months to deliver the work funded.

Round 2: is a competitive round that requires a detailed submission articulating how proposals will meet key funding objectives together with a comprehensive delivery plan.

8.4 There are three tiers of grants available:

(a) Up to £1M approved by a London Committee that convenes on a monthly basis with a total budget of £10M to award per annum

(b) £1M+ that is approved by a regional board which meets bi-monthly with a total budget of £9M to grant per board meeting

(c) £5M+ are considered as major bids and assessed once a year with applications due in November.

8.5 The HLF funding route offers a clear opportunity to receive significant grant funding towards regeneration objectives at Alexandra Palace. There are, however, a number of points that require consideration before applying. Namely:

- the need for a detailed masterplan and delivery strategy before any major bid can be submitted
- that whilst any application needs to embrace the HLF funding objectives, it must also retain and drive the agreed vision and mission for the Park and Palace. i.e. any bid should not skew the agreed regeneration objectives in order to attract funding
- timing – ensuring that bids are made within appropriate timescales in order to progress key regeneration stages and/or address critical infrastructure developments.

English Heritage

8.6 A meeting with four key London Regional English Heritage officers was held to discuss what support could be offered with the regeneration programme at Alexandra Palace and specifically, Stage 2 work.

8.7 Although the listing and 'at risk' heritage status at Alexandra Palace supports the case as a priority, English Heritage expressed that there were very limited funds available to assist Stage 2 work streams. Specifically, it was acknowledged that only the Heritage Statement and Conservation Plan work 2 would be eligible for funding representing £30K to £40K of the £300K required to deliver Stage 2.

8.9 Grant allocations are on a competitive basis and decisions on funding applications made quarterly – the next grant allocation meeting being in September 2011.

8.10 Officers will further assess what work could be grant funded by English Heritage in Stage 2 with a view to submitting a funding application for the September 2011 bidding round.

9 Consultation

9.1 There has been no specific consultation on this report beyond the liaison with the Stakeholders, officers of Haringey Council, AP & P and Trustees described in previous reports to the Board.

9.2 Other aspects of consultation, including liaison with the media and key strategic stakeholders are covered by the Communications Strategy which is regularly reviewed and refreshed by the APPRWG.

10 Recommendations

10.1 That the Board notes the regeneration update and endorses the on-going activities for Stage 2.

10.2 That the Board acknowledges the draft Communications Strategy that has been produced for the whole programme of regeneration and, the objectives within it.

10.3 That in relation to finances, the Board:

- notes the on-going work in relation to the funding deficit that exists for stage 2 and the continuing discussions with external agencies to secure financial contributions.

11 Legal Implications

11.1 The Trust's Solicitor's has no comments to make on this report.

11.2 The Council's Acting Head of Legal Services was invited to comment on this report.

12 Financial Implications

12.1 As set out in the previous report to the Trust Board, the costs associated with delivering Stage 2 work are estimated to be £300K. At present the following figures can be confirmed for 2011/12:

Haringey Council Contribution:	£65,000
Estimated English Heritage Contribution (subject to successful bid)	£35,000
AP internal funds redirected to regeneration (subject to approval)	£100,000

Total £200,000

12.2 In order to progress with the key planned work streams in Stage 2, formal approval for the re-direction of the £100K savings is required to proceed without incurring significant time delays on the overall programme of work.

12.3 Trustees are also asked to note an overall budget requirement of £400K for regeneration work until March 2012. This includes both the estimated costs for Stage 2, and the initial costs for Stage 3, to be incurred between Jan-March 2012, plus the revenue costs for the Head of Regeneration and Development. In addition to the £200k identified above, £53k is available from the Trust's governance budget to contribute towards regeneration costs, leaving an overall funding gap of **£147k** in the 2011/12 financial year.

- 12.4 Officers will continue to identify sources of other external funding that may be applied for and, work further on value engineering the works required within Stage 2 to drive the best possible VFM. However the Trust needs to consider how it might fund the current budget deficit in 2011/12.

13 London Borough of Haringey Chief Finance Officer comments

- 13.1 The London Borough of Haringey Chief Financial Officer notes the contents of this report. The issue of re-directing the £100k to regeneration activities was considered at the previous board meeting and any decision on this was deferred until the Trust's Finance Working Group (FWG) had come back with firm proposals on how to find £500k of on-going savings, as requested by the Council.
- 13.2 The report clearly identifies the total estimated costs required in the current financial year associated with the regeneration work and the Trust needs to identify funding sources for the shortfall of this requirement, as well as continuing its efforts to ensure value for money on the spending incurred.

14 Use of Appendices/Tables/Photographs

None.