

Report Title: **Regeneration Working Group Update**

Report of: Mark Hopson, Head of Regeneration & Development, Alexandra Park & Palace

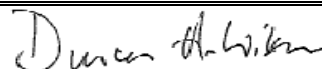
### **1. Purpose**

- 1.1 To report back on progress made by the Alexandra Park & Palace Regeneration Working Group (APPRWG) since the last Board meeting on the 1 November 2011 and the main activities in relation to Stage 2 - Concept Planning.
- 1.2 To summarise and report back the strategic development objectives that were developed in the pre-planning sessions and away day with Trustees on the 29 October 2011.
- 1.3 To update the Board on the most recent discussions with English Heritage in relation to submitted funding bids.
- 1.4 To update the Board on the Communications Strategy; a summary of key messages and forthcoming milestones.
- 1.5 To outline forthcoming key regeneration activity.

### **2. Recommendations**

- 2.1 That the Board notes the on-going regeneration related work since the last update on the 18<sup>th</sup> October 2011.
- 2.2 That the Board agree and approve the strategic objectives drafted at the Trustee Away Day noting that these agreed principles will form the basis of market research with potential music/entertainment operators.
- 2.3 That the Board notes the proposed key messages in the Communications Strategy.
- 2.4 That the Board notes the forthcoming regeneration milestones and approves the proposal to include regeneration as a standing agenda item at the Statutory Advisory Committee (SAC) and Consultative Committee (CC) and the intention of holding a formal public consultation event in March 2012.

Report Authorised by: **Duncan Wilson, APP Chief Executive**



Contact Officer: **Mark Hopson, Head of Regeneration & Development, Alexandra Park & Palace**

### **3. Executive Summary**

- 3.1 This report summarises the work of the APPRWG since the last regeneration update to Board on the 18<sup>th</sup> October 2011.

3.2 Regeneration work continues to progress in accordance with the work programme. Concisely:

- A specification has been prepared for a dedicated Conservation Architect which will shortly be tendered.
- Preparatory scoping work is underway for the procurement of masterplanning services that will be required to begin work in January 2012.
- Key documents such as the Business Plan and Procurement Strategy continue to be progressed
- A funding bid was submitted to Haringey outlining the full anticipated programme costs for regeneration for the period 2012/13 – 2015/16. The bid covers all those costs associated with developing, managing and delivering the regeneration programme. The principle of any savings the Trust makes in its overall net funding position being used to fund this bid has also been put forward.

3.3 The report outlines the strategic aims and regeneration development objectives that were developed in the pre-planning sessions and away day with Trustees on the 29 October 2011. These are intended to form the basis for the forthcoming market research and the starting block for future engagement with potential operators.

3.4 The Communications Strategy for the regeneration programme has been updated to include key messages and key timings based around programme milestones for engagement with media and stakeholders.

3.5 Further meetings with English Heritage have been held with an agreement to expand the existing emergency repairs application to include works to the South Terrace, Theatre and buildings adjoin the ice rink foyer at the east end of the building.

3.6 Upcoming milestones for the regeneration programme include a period of market research which will inform both the business plan, procurement strategy and garner the overall market interest in a potential partnership at Alexandra Palace; the procurement of key specialists including a Conservation Architect, Masterplanning Agency and specialist services for future stages of work.

3.7 A formal public consultation is planned for March 2012 and will seek to engage broadly with stakeholders on regeneration plans. It is also proposed that updates on regeneration become a standing agenda item at Statutory Advisory Committee (SAC) and Consultative Committee (CC).

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

N/A

**5. Local Government (Access to Information) Act 1985**

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**6. Progress update**

6.1 Regeneration work continues to progress in line with the planned programme and milestone outputs identified within it.

6.3 A role profile and work specification has, in consultation with English Heritage, been created for a specialist conservation architect. Specifically, the architect will be employed on a term basis to develop a Heritage Management Plan and advise on specialist repairs in

relation to historic building fabric. A tender for this work and role will commence shortly with an appointment expected in early December.

- 6.4 Work has commenced on scoping the specialist professional services that will be required for the next stage of the regeneration programme. In particular, this stage will mainly focus on the procurement of a commercial live music operator, finalising the business plan and funding strategy as well as preparing funding bids to organisations such as HLF. To achieve a successful outcome of this stage, specific property, finance, legal and technical skills will need to be procured in early 2012 to ensure seamless continuity moving forward.
- 6.5 A funding bid was submitted to Haringey outlining the full anticipated programme costs for regeneration for the period 2012/13 - 2015/16. The bid outlines the all those costs associated with developing, managing and delivering the whole regeneration programme up until the point of actual refurbishment/development. The costs include those associated with developing and finalising a robust business plan, funding strategy, masterplanning, procurement and tendering process. This work includes the internal project resourcing, all external professional services and expertise (e.g. legal, finance and procurement) as well other related work e.g. consultation. The principle of any savings the Trust makes in its overall net funding position being used to fund this bid has also been put forward.

## **7 Strategic aims and objectives**

- 7.1 As reported in the last regeneration update to Board on the 18<sup>th</sup> October, one of the critical outputs during the current stage of work is to have an agreed Trust position on the parameters that will form the basis of any future agreement with potential partners and investors.
- 7.2 In total, two pre-planning sessions and an away day have been held to consult with Trustees on the conditions that are vital for the Trust to achieve its' vision, strategic aims and regeneration objectives whilst discharging its' charitable obligations.
- 7.3 The sessions held generated important discussions and ideas in relation to how the Trust might proceed with a partnership model consisting of commercial and community partners. As a result, key strategic aims were developed, considered and debated in order to adequately reflect the Trust's longer term position and ambitions for the site. These were agreed to be :
- Redevelopment of the Palace and Park as a leisure and entertainment destination, anchored by a major live entertainment venue, to match the best on offer in London whilst retaining the special nature of "the People's Palace"
  - Respect for the rich history and heritage potential of the Palace and Park and their continued preservation, refurbishment, interpretation and use as a resource for learning and enjoyment
  - Delivery of wider community benefit, including contributions to public health and well-being, the environment and the economy
  - Commitment to quality and to high standards of design, delivery, management and operations, to meet the expectations of users and stakeholders and befitting the historic importance and iconic nature of the destination
  - Free access to the Park and its continued management as an amenity for the local community and for visitors
  - Public access to the most historically significant areas of the Palace, including the BBC TV studios and the theatre

- Long term financial sustainability to secure the future of the Palace and Park as a public amenity and visitor destination
- Reinforcing the role of the Trust in delivering these aims

7.4 In establishing the key strategic aims for the Trust, regeneration objectives were also reviewed and refreshed so that an agreed position and set as a basis for future discussions with potential partners or interested parties. These were agreed to be:

- Regular and on-going consultation with and feedback to all interested stakeholders, reaching out as widely as practicable
- Openness and accountability , consistent with commercial prudence
- Creation of a robust and realistic business model for the regeneration project
- Delivery of the project through careful identification and effective procurement of potential operating and development partners sympathetic with our aims
- Well –researched evaluation of the most important and authentic features of the Palace and Park, as the basis for conservation and interpretation plans
- A clear view of public benefit as a basis for Lottery and other charitable funding bids, and as a basis for helping to redefine our relationship with Haringey Council

7.5 In addition to the aims and objectives, a number of issues were also considered in relation to what the final form of Alexandra Palace and Park might look like. These discussions however were deemed premature and it was agreed that the detail of any proposals would be negotiated with potential partners at the appropriate stage in the future.

## **8 Communications Strategy**

8.1 The following key messages are suggested as the backbone of our communications process for the Regeneration Programme:

- Alexandra Park & Palace Charitable Trust is committed to working with the local community, its partners, and stakeholders to achieve its strategic objectives with an additional aim of improving the local economy. This would include providing more business, employment, educational and leisure opportunities for the community.
- Significant funding needs to be generated and external financial investment and support is imperative if the regeneration project is to succeed.
- Alexandra Park, which underwent a major refurbishment from 2002 and 2007 following grants of £2.75 million from the Heritage Lottery Fund and £918,000 from Haringey Council, is a much-valued amenity for Londoners. Nevertheless, some environmental improvement in some areas including its attractions is still needed.

8.2 These key messages sit against the backdrop of the Regeneration Programme's Objectives (as stated in paragraphs 7.3 and 7.4 above).and Trust's Vision and Mission Statements

8.3 A Regeneration Communications Time Line is being drafted alongside the Communications Strategy, which will evolve as the Regeneration Programme develops. Potential key communication milestones which already have been identified include:

- March 2012 – Public consultation/exhibition on the high level concept plans and proposals for Alexandra Park & Palace.

- April/May 2012 – Trade announcement and consultation over the Tender Process for (an) Operator(s) as it gets underway.
- June 2012 – Diamond Jubilee Celebrations
- July 2012 – Olympic Torch comes to Alexandra Palace
- November 2012 – Heritage Lottery Fund Bid
- April 2013 (tbc) – Announcement of which operator(s) has/have been appointed
- May 2013 (tbc) – Outcome of Heritage Lottery Fund Bid.

## **9 English Heritage**

9.1 Further to the bid submission in September, a meeting was held in October to discuss progress and how, in particular, the proposed repair works could be broadened to have a greater impact on historically significant parts of the building. As a result it was agreed that the existing repairs bid would re-adjusted to focus on:

- Render and brickwork repair/treatment to the South Terrace elevation directly in front of the Panorama Room
- Reinstating permanent roofs to the east end buildings adjacent to the ice rink foyer and making these areas wind and water tight
- Repairing the Theatre roof/gullies/gutters to remedy existing leaks

9.2 In addition to the broadened specification of work listed above, development funding will also be sought to enable:

- Adequate surveys and investigation work to be carried out where necessary
- Appropriate repair work specifications to be drawn up
- Accurate job cost estimates to be calculated

9.3 The application relating to the development of a Heritage Management Plan continues to be assessed by English Heritage with additional information being submitted to support the bid.

## **10 Summary of forthcoming regeneration milestones**

10.1 Looking ahead, there are a number of key outputs planned in relation to the regeneration programme. Primarily, these include:

- tendering for a conservation accredited architect to assist with, subject to English Heritage Funding, developing a conservation management plan and overseeing repair works to the building
- commencing primary market research with potential live music and entertainment operators, hoteliers and funding institutions – the main aim of this exercise is to extract market insight and understand better the appetite for investment. The information gained will then be used to form the basis of an initial brief which will later be used to invite interest.
- engaging and consulting with the Charity Commission
- preparing a brief to tender for masterplanners - this will begin to examine and prepare some notional concept designs for the site based on a defined music/entertainment venue anchor, hotel, food & beverage and other commercial offers together with public and community space. The masterplanning work will consider design and access issues such as the arrangement of spaces within the building and wider site, the interaction of these spaces and the movement of people between them. It is important to note that this work will

be carried out in conjunction with the heritage management plan so that the valuable heritage aspects of the site are considered, acknowledged and bound into any future development proposals.

- preparation for a formal public consultation at the beginning of March 2012 which will invite views and comments from a broad audience of stakeholders on a draft regeneration strategy and notional design concepts. Consultation will likely be in the form of a public exhibition at the Palace which will be widely advertised and promoted. It is also proposed to report regeneration as a standing agenda item at the Statutory Advisory Committee (SAC) and Consultative Committee (CC).

10.2 The Head of Regeneration will continue to report back on the progress of the regeneration programme to the Board and continue to regularly give updates at the informal stakeholder forums.

## **11 Consultation**

11.1 There has been no specific consultation in relation to this report.

## **12 Recommendations**

12.1 That the Board notes the on-going regeneration related work since the last update on the 18<sup>th</sup> October

12.2 That the Board agree and approve the strategic objectives drafted at the Trustee Away Day noting that these agreed principles will form the basis of market research with potential music/entertainment operators.

12.3 That the Board notes the proposed key messages in the Communications Strategy.

12.4 That the Board notes the forthcoming regeneration milestones and approves the proposal to include regeneration as a standing agenda item at the Statutory Advisory Committee (SAC) and Consultative Committee (CC) and the intention of holding a formal public consultation event in March 2012.

## **13 Financial Implications**

13.1 Funds for the in-year budget shortfall of approximately £90K have now provisionally been identified by the Chief Executive and Head of Finance at the Trust. Subject to the regeneration work moving forward as programmed, the identified funds will be committed and spent as profiled.

13.2 The Head of Regeneration will continue to monitor and report back on the budget position at future Trust Board meetings.

## **14 Legal Comments**

14.1 The legal opinion of the Trust's solicitor has been taken into account in the preparation of this report.

14.2 The Council's Acting Head of Legal Services has no comments on this report

## **15 Financial Comments**

15.1 The Chief Finance officer notes the report and that the funding gap for 2011/12 has been bridged in respect of the programme.

**16 Use of Appendices/Tables/Photographs**

N/A.