

Report Title: **Regeneration Programme Update**

Report of: **Mark Hopson, Head of Regeneration and Development, Alexandra Palace**

1. Purpose

1.1 To update and consult with the Committees on progress in relation to the regeneration programme at Alexandra Palace.

2. Recommendations

2.1 That the Committees note the content of the report.

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

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3. Executive Summary

3.1 The report outlines the key activities in relation to the on-going regeneration programme, in the current phase of work – Stage 2 – Concept Planning. Concisely:

- A specialist conservation architect has been appointed to lead on all conservation related work at Alexandra Palace including the development of a Conservation Masterplan (CMP) and management of conservation repairs. Both of these items are the subject of an on-going English Heritage grant proposal.
- The existing English Heritage grant application is still under evaluation with a decision expected imminently
- Preparatory scoping work is underway for the procurement of strategic design and master-planning services that will be required to begin work in February 2012.
- Key documents such as the Business Plan and Procurement Strategy continue to be progressed

3.2 The report outlines the draft strategic aims and regeneration development objectives that were approved by Trust Board on the 29th November 2011. These are intended to form the basis for on-going market research with potential Live Operators and, be the foundation for public consultation.

3.3 The report highlights forthcoming milestones for the regeneration programme. These include:

- concluding market research
- updating financial models, business plan and the procurement strategy

<ul style="list-style-type: none"> - Procuring specialist design and masterplanning services <p>3.4 A formal public consultation is now planned for May 2012 and will seek to engage broadly with stakeholders on regeneration plans.</p>
<p>4. Reasons for any change in policy or for new policy development (if applicable)</p> <p>4.1 N/A</p>
<p>5. Local Government (Access to Information) Act 1985</p> <p>5.1 N/A</p>

6. Progress Update

- 6.1 Regeneration work continues to progress broadly in line with the programme of work for the current period.
- 6.2 Following a recent tender exercise for a specialist conservation architect, Donald Insall Associates have now been appointed on a term basis to develop a Heritage Management Plan and advise on specialist repairs to the historic fabric of the building. Both of these items are the subject of a current funding application to English Heritage.
- 6.3 A decision is currently being awaited from English Heritage on the possibility of a grant award to part fund the development of a Conservation Management Plan (CMP) and key emergency repairs to the historic fabric of the building. The proposed repairs include:
- 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
- 6.4 In addition to the emergency repairs listed above, development funding is also 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
- 6.5 The Trust has been liaising closely with English Heritage officers in relation to the application and a decision on funding is expected imminently.

7. Strategic aims and objectives

- 7.1 Following two seminar sessions and a Trustee Away Day a draft set of strategic regeneration aims and objectives have been drafted to reflect the Trust's longer term position and ambitions for the site. These were agreed at the Trust board on the 29th November 2011 as:
- 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

7.2 In establishing the key strategic aims for the Trust, regeneration objectives were also reviewed and refreshed so as to set a baseline 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

7.3 The Trust will continue to consult on the above draft aims and objectives and will seek feedback from a broad audience of stakeholders during public consultation which is currently planned for May/June 2012.

8. Summary of forthcoming regeneration milestones

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

- concluding 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.
- undertaking further financial modelling and testing to ensure the emerging business plan is robust and based on sound financial assumptions
- preparing a brief to tender for a strategic design and masterplanning agency – this work 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 valuable heritage aspects of the site are considered, acknowledged and bound into any future development proposals

- engaging with the Charity Commission and preparation for a formal public consultation in May/June 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.

8.2 The Head of Regeneration will continue to report back on the progress of the regeneration programme to the Committees.

9 Use of Appendices/Tables/Photographs

Regeneration programme overview