

Report Title: **Report of the Chief Executive APPCT**

Report of: **Duncan Wilson, Chief Executive, Alexandra Palace Charitable Trust**

1. Purpose

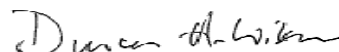
1.1 To update the Board on the recent developments and activities, in particular

- Learning and Community Update, Open House and our First World War commemoration programme
- Summary of progress with the regeneration programme and the HLF bid
- Progress with the fabric repair programme
- Patrons
- A commercial fireworks proposal, for outline approval

2. Recommendations

- 2.1 That the Board notes the contents of the reports above, including additional grant funding of £36k from English Heritage,
- 2.2 That the Board approves the extensions of existing contracts to cover ceiling repairs in the theatre (£20k) and the consolidation of the North Wall (£40k)
- 2.3 That the Board approves the preparation of a list of possible Patrons of the projects to restore the theatre and the TV studios.
- 2.4 That the Board approves in principle that we proceed with a reasonably priced ticketed commercial fireworks event in Alexandra Park in November 2013, subject to approval of financial details attached in the restricted papers later in the agenda.

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



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3. Executive Summary

3.1 The Board area asked to note the above reports and approve the recommendations above

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

4.1 N/A

5. Local Government (Access to Information) Act 1985

5.1 N/A

6.0 Learning Update

6.1 150 years of Alexandra Park

As part of the 150th anniversary celebration on Sunday, 21 July, a project has been developed for local schools and families to create bunting inspired by historical activities in the Park which will decorate the South Terrace. An e-poster has been sent to all primary and secondary schools and we will be holding a bunting workshop in the East Court on Saturday 6th and Sunday 7th July (10:00-16:00) in the East Court for families.

6.2 Commemoration of Alexandra Palace's role in WW1

As part of our learning programme we intend to mark the centenary of the First World War with a temporary exhibition and bespoke learning and community programme telling the story of AP as a refugee, internee and prisoner of war camp. The University of Middlesex will be our project partners and will be creating a short film and media project interpreting areas of the palace not open to the public. Agreement has been confirmed from the Imperial War Museum about using copies of the George Kenner watercolours in the exhibition and we are negotiating with 2 private collectors about loaning items from their collections for our exhibition.

A bid is being submitted to HLF shortly for a contribution of £67k under their "Our Heritage" programme. The case for support is that AP has an interesting and possibly unique story to tell in relation to WW1 and this relatively small project would allow us to create momentum in advance of the larger project.

Included in the budget is the salary for the Education Officer, development (and delivery) of formal and informal learning workshops, temporary exhibition and project costs for the University of Middlesex. Match funding from AP includes minor improvements to the Transmitter Hall, exhibition stands, induction loop and an interactive white board. The University of Middlesex is providing £13,297 in kind support for this project.

Total project cost £104,597
HLF contribution £67,300
Match funding £37,297

6.3 Transmitter Hall

Unanimous feedback from teachers was that the room was not an inspiring learning space and that in its current state did not help pupils form a sense of the place from the visit. A number of different opportunities are being explored including using the Studio set from Studio A to create a studio in the Transmitter Hall and using handling objects and costume to bring the history of the building alive. This will allow us to continue to deliver learning programmes while the refurbishment of Studios A and B proceeds from 2015-2017.

6.4 **Archives**

In an effort to centralise and organise photos and objects relating to the history of Alexandra Palace onsite the Education officer is creating an Excel spread sheet catalogue so that we know exactly what material we have and where it is.

6.5 **Community Update**

Last month Alexandra Palace hosted its first community event in conjunction with Haringey Metropolitan Police. The event was part of a week of celebrations for National Volunteers' Week 2013 which culminated in an awards ceremony held in the Transmitter Hall for The Met Police Volunteer Programme and Haringey Police Senior Leadership Team to thank Met Police Volunteers, Volunteer Police Cadets and Met Special Constabulary Officers for assistance provided during the 2012 Olympic & Paralympics Games.

Certificates and medallion presentations were awarded by the Borough Commander, Chief Superintendent Victor Olisa. Feedback received from Haringey Met Police was extremely positive and the Community and Learning team are looking forward to working with Haringey Met Police for future events.

6.6 **Open House**

Alexandra Palace will be taking part in Open House between 10:00 and 17:00 (last entry 16:30) on Saturday, 21 September. To avoid the long queues of long year we will be offering pre-booked guided tours (max 30 people per tour) meeting in the East Court and finishing in the Transmitter Hall. Tours will leave every half an hour (possibility of increasing to every 15 minutes should demand exceed 390 people) and the route will include the Theatre stage, North Service Yard, Palm Court and the Transmitter Hall. A tour script will be written by the Education Officer in conjunction with the Friends of the Theatre and the Alexandra Palace Television Group to ensure all visitors receive the same information. To assist with the running of the day we will be recruiting between 10 and 15 volunteers from within AP staff, existing Friends Groups, local community and from the pool of volunteer stewards and guides from Open House.

6.7 **Volunteering**

We are currently looking to establish a volunteer programme at the Palace to assist with learning and community and park activities, 150th anniversary event and Open House. A dedicated email address has been created for enquiries volunteering@alexandrapalace.com and we are working with support from Haringey Metropolitan Police and HAVCO to establish a regular programme at the Palace.

7.0 **Regeneration and Property programme update**

7.1 **Regeneration Programme Governance**

Work has been underway to progress actions arising from the recent Audit of AP Regeneration Programme Governance by LB Haringey's Internal Audit section. Financial policies and procedures are being revisited, including an update of both the Trust and APTL's procurement guidance; and discussions are ongoing with LB Haringey on overarching governance structures, which in turn will impact upon an

action relating to the programme management documentation. The Terms of Reference (ToRs) for the Regeneration Working Group agreed by this Board on Sept 2010 will need to be updated to reflect structural changes in the management of AP/APTL, etc, but there is no intention to make any further fundamental changes to these. A more detailed paper is included later on the agenda, which includes draft revised ToR's.

7.2 **HLF programme**

Following a submission of a range of additional and updated information, formal 'Permission to Start' has now been received from the HLF in writing. This means that expenditure can now be committed against the HLF scheme.

Stage 2 match-funding

A post will be advertised shortly for a Fundraising Manager (part-funded by the approved HLF Stage 1 scheme) based on a 2-year staff appointment. This post will be responsible for developing and finalising a Fundraising strategy for the HLF bid, and then delivering against this strategy.

Initial discussions have commenced on match-funding with a number of organisations, including LB Haringey. A business case will need to be produced for consideration at the appropriate time in the lead up to the HLF Stage 2 application being made in winter 2014. In addition a joint approach with LB Haringey to the GLA has been agreed and will take place shortly. Options for drawing in support from other sources such as the Arts Council are also being investigated, although it is likely that most contributions would be relatively modest in relation to the £7m match funding target (up to £100k) and for specific ring-fenced items - for example on upgrade of the Theatre technical specifications.

Procurement of necessary specialist expertise

A number of procurements are now underway for the appointment of specialist external expert advisors who will be required to deliver the HLF scheme (as set out in the paper to the Board meeting on 13 June). As approved at that meeting, Mott MacDonald have been appointed as cost consultant/Quantity Surveyor for the HLF scheme.

In addition an OJEU procurement process has now commenced for the main architect-led multidisciplinary team who will lead the development of the HLF project design. This is a two-stage process, with a pre-qualification stage to produce a shortlist of up to 8 consultant teams who will then be invited to submit a full tender. The value of the contract award will be greater than the CE's current delegations and so the recommendation to appoint following the tender process will need to be approved by the Board. Unfortunately, as there is no Board meeting currently scheduled between October and February, an extraordinary Board meeting may be required to approve this recommendation. A provisional date of 19 November has been identified although this will be confirmed closer to the time.

Tender documents for the appointment of the Project Manager are being finalised and will have been issued by the time of this Board meeting. The contract award is likely to fall within the CE's delegated authority so separate Board meeting would not be necessary in this case.

7.3 **Theatre - interim use**

Further work has been undertaken into the possibility of interim repairs to the Theatre roof to enable the resumption of public access. It is possible these repairs

can be done at a cost that can be covered through existing Regeneration budgets (approx. £20k).

The repair of the ceiling would enable public access to the theatre once more, and will allow income generating and profile-raising activities. Interest in use of the space is increasing and APTL are confident that they would be able to generate good sales from bookings for events such as meetings, banquet, etc. There is also the potential for more directly-related Theatre usage e.g. performances. This could not only therefore be a source of valuable revenue-generation – which could be ring-fenced for further reinvestment in the Theatre or for the wider Palace – but will also provide an invaluable window in which the Theatre programme & content can be tested ahead of the main HLF scheme works.

The most cost-effective solution would be to utilise the specialist consultants and contractors who are working on the current English Heritage-funded fabric repair & restoration works and hence already onsite with set up costs already catered for, at rates agreed in the current works programme. However Board members should note that this would be a further extension & variation to the existing contracts for contractors, DBR (London) Ltd and the architects Donald Insall Associates. The project is being costed in detail but currently estimated at c. £20k. Trustees are requested to approve this procurement route (see also 8.0 below)

7.4 Commercial Development

Stage 1 of work on the potential hotel proposition in the western side of the Palace has been progressing. As part of a 'soft market testing' exercise Knight Frank have approached a number of high profile representatives from key market segments who may have an interest in this proposition, namely international hotel chains; event organisers/promoters; visitor attraction operators; and developer-investors.

Onsite meetings, including building tours, were offered to all of those approached by Knight Frank, although not all have taken up this offer, especially those already operating in or familiar with the building. Confirming dates for these visits has taken longer than had been originally anticipated, and so to date 6 visits have taken place, with a further 2/3 to be confirmed.

Verbal feedback to date during the visits has been positive and indicates a genuine interest in the proposition. Most interestingly all seem to be indicating a preference for a higher quality hotel offer (4-star upwards) than had been indicated in the TRI report.

However this verbal feedback should be taken with caution until all written feedback is received and Knight Frank can produce a report summarising their initial findings. It is hoped that this report can be concluded by mid-July.

7.5 Regeneration Strategic Group workshop - 14 May 2013

The planned workshop to review & discuss the AP Regeneration Programme took place as planned on 14 May, chaired by Cllr Matt Cooke, Chair of APPCT and APTL Boards. A total of 27 representatives attended, with apologies from 8 others.

Feedback from the session was positive and supportive. Items of particular interest and debate included the HLF scheme (which had just been awarded), the hotel proposition soft market testing and the branding & 'visioning' work that has been underway.

7.6 Recruitment

A new Estates and Facilities Manager was appointed in May 2013, Tim James. Tim has extensive experience on both client- and service provider-side, and in the public and the private sector.

7.7 Masterplanning

The Farrells masterplanning work has now reached the point at which further conceptual work would not add significant value. Farrells have therefore been briefed to complete their drawings, including plans outlining potential usage for currently unused and derelict spaces across the Alexandra Palace site, to wrap up the assignment. We will have to consider any further work later this year in the light of the results of the soft market testing exercise.

8.0 Fabric Repair Programme and on-going repair and maintenance requirements

The English Heritage-part funded works to South colonnade and the SE pavilion roof continue to progress well. Works on the colonnade are now complete and the scaffolding access system is now being dismantled. Works to the SE roof are still due to complete by August 2013.

A further application for funding support to English Heritage was successful, which will 50% grant-fund a further £73k of works which were identified during the course of the existing EH-funded works. These works will conclude external repairs on that part of the SE wing of the Palace up to the boundary of the area under the scope of the HLF scheme.

As indicated in the previous Board report on 23 May, the EH-funded project has highlighted the need to appoint an appropriately experienced and skilled external "Surveyor to the Fabric". This need has been further underlined by a number of recent small urgent specialist works requirements that have arisen. That open procurement process is now underway, with an appointment anticipated in August 2013

English Heritage have indicated their interest in supporting further fabric repair/restoration works to the Palace, but have made clear that this is conditional on an appropriate long-term strategy being in place. The appointed Surveyor to the Fabric will be responsible for producing this 10-year Fabric Maintenance Plan for the entire Palace. They will also play a lead role in designing and oversee individual priority works packages arising for the next 3 years, subject to the availability of capital resources.

One urgent repair requirement has arisen in the context of the western end of the North Wall. This was surveyed in March 2013 by a Europa subcontractor from a "cherry picker", who recommended netting the top of the wall to retain any dislodged render. However a further survey by Neil Coe and Donald Insalls suggested an alternative approach, which would not require Listed Building Consent, of removing loose fragments and undertaking mortar repairs to make the wall more weather tight pending full scale repair. This is likely to be more effective and represent better value for money, at approximately £40k. The work is genuinely urgent to mitigate the

risk of fragments falling into in the North Service Yard and the adjacent car park of the Lab health club. At present significant areas are cordoned off which presents operational problems. Again the most cost effective route and the quickest to undertake would be to commission DBR to carry out the repairs supervised by Insalls, by extending existing contracts. In this case the work could be carried out in the next two months. The Board are asked to approve this procurement route.

9.0 Patrons/Fundraising

9.1 Pending the appointment of a Fundraising Manager we are developing contacts with a number of key individuals who might act as ambassadors for the theatre and TV studio projects. The proposal is that these individuals might be asked to become official Patrons of AP, with an inaugural function later in the year possibly held in theatre itself, to raise profile and help with a fundraising campaign at a later stage.

9.2 **Trustees are invited to give their views.**

10. Commercial fireworks proposal

10.1 Since the last Trustees' meeting plans for a commercial fireworks event have been developed with the promoters and discussed with representatives of the relevant authorities whose approval is needed for the event to proceed.

"Slammin Events", who have approached Alexandra Park and Palace Charitable Trust with the proposal for a self-financing fireworks display, have had experience of organising large scale events at Alexandra Palace and at a number of outdoor sites across the UK. "Event People" who are partnering them in this commercial venture have supplied all the infrastructure and resourcing to Battersea Fireworks for a number of years and also supply a number of large public festivals across the country. Further due diligence on financial status will be undertaken prior to completion of the contract.

In order for a safe and successful event to be delivered a number of agencies and partners must be consulted throughout the planning process as required under the 2003 Licensing Act. These include Metropolitan Police, TFL, London Ambulance Service, London Fire & Rescue, LBH Licensing, LBH Transport & Highways and LBH Emergency Planning. Initial discussions have been held with all these bodies and there has been support for the proposal for ticketed event with limited numbers. The advantages of this approach include higher levels of control over numbers attending, improved assessment of the level of infrastructure required on site, and greater control over revenue collected, as compared to the way previous events were organised, with voluntary collections on the night. Further Safety Advisory Group meetings will be scheduled as plans progress.

The Statutory Advisory and Consultative Committees have also been consulted at their meeting on 18 June. Copies of the minutes of this part of the discussion will be circulated before 16 July, but it is fair to say that overall the response was positive with a number of specific recommendations and caveats.

If the decision is made at Board to go ahead a full Licensing application will then be submitted to LBH.

10.2 The recommendation is that the Board authorise the fireworks to be run in 2013 by the Trading Company, commissioned by the Trust, as a commercial event, providing the tickets can be reasonably priced and subject to the financial assessment included elsewhere on the agenda.

11 Legal Implications

11.1 The Council's Head of Legal Services has been consulted in the preparation of this report, and notes its contents, and makes additional comments on the Fireworks Proposal in this report contained elsewhere on the agenda.

12 Financial Implications

12.1 The Council's Chief Financial Officer notes the recommendations surrounding extensions to two existing contracts in order to deliver additional works; this approach has been discussed and agreed with the Council's procurement officers. The funding for this additional work has been identified and as set out in paragraph 7.3, the expenditure on the theatre could enhance income generation.

12.2 Paragraph 6.2 sets out a proposed programme for the WW1 commemoration, with more than 63% to be funded from a grant bid to HLF. The Trust confirms that should the grant not be awarded, the Trust would need to cover the committed costs of a learning officer associated with this project (c.£26k).

12.3 Paragraph 10 provides background to a proposed firework event to be run in 2013 by the Trading Company as a commercial event, which the Board is being asked to authorise. It is imperative that all financial risk must fall to the event organiser and that no financial or reputational liability falls to the Trust, trading company or Council. Further comments are made in the exempt report contained elsewhere on the agenda.