

Report Title: **Reclaiming the People's Palace – Significant Dates, Aims, Procurement and Governance**

Report of: **Tot Brill, Interim Regeneration Director, Alexandra Park and Palace Charitable Trust**

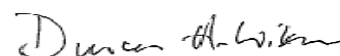
1. Purpose

- 1.1 To inform the board as to the timetable of decision making for the Heritage Lottery Fund " Reclaiming the People's Palace" Project.
- 1.2 To restate and confirm the project goals for the delivery phase
- 1.3 To seek agreement to the project governance for the delivery phase

2. Recommendations

- 2.1 The Board of APPCT are asked to confirm the procurement route and contract form as set out in paragraph 9.5
- 2.2 The Board of APPCT are asked to confirm the project goals as set out in paragraph 10.1
- 2.3 The Board of APPCT are asked to confirm the project governance arrangements as set out in paragraphs 11.3 – 11.7

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



Contact Officer: **Tot Brill, Interim Regeneration Director, Alexandra Palace & Park, Alexandra Palace Way, Wood Green N22 7AY Tel No. 020 8365**

3. Executive Summary

- 3.1 This paper informs the Board about key dates in the Heritage Lottery Fund Projects, confirms the procurement route for the project, restates the project's aims in the development phase and sets out a governance structure for the development phase.

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. Background

- 6.1 The “Reclaiming the People’s Palace” project to restore the former BBC studios, the theatre and the East Court has been awarded £18.8m by the Heritage Lottery Fund (HLF). LB Haringey are providing a funding contribution of £6.8m. The Trust will raise a further £1m. We intend to be on site with enabling works in the autumn of this year. The main building contract will start in May 2016 and should complete by the end of autumn 2017.

7. Revised programme and Significant Dates

- 7.1 Between now and the start of the full programme there are a number of planned key decisions the Board needs to make:

Table One

Date	Decision
April 2015	Form of contracts and procurement method for enabling and full works
November 2015	Award of contract for enabling works
January 2016	Sign off budget and designs for construction project
February 2016	If required, value engineering to meet agreed cost limits for construction
June 2016	Award of contracts for Main Phase construction

- 7.2 These dates, driven by the project timetable, do not always sit easily with the scheduled Board meetings for 2015 and 2016:

- 7.3 It may be necessary to call extra Board meetings, or reschedule pre-arranged Board meetings, but we will try to keep this to an absolute minimum.

8. Project Timetable

- 8.1 The table below sets out the project build timetable as of April 2015. It is, of course, subject to revision, and departures from the timetable will be reported to future Board meetings.

Date		Phase 1
Apr – May 2015	HLF confirms in writing Permission to Proceed	Phase 1
		Phase 2 Enabling works
Jan – Mar 2015	Surveys	
Mar – May 2015	Enabling works tender prep	
Feb – May 2015	OJEU pre qual	
Aug – Sep 2015	Enabling works out to tender	
Sep – Oct 2015	Enabling works tender review	
Oct 2015	Enabling works contract award	

Nov 2015 - Mar 2016	Enabling works on site	Phase 2 Main works
May 2015 - Jan 2016	Detailed design	
Nov - Jan 2016	Cost review	
Jan - Feb 2016	Main works tender prep	
Feb - Apr 2016	Main works out to tender	
Apr - May 2016	Main works tender review	
May - Jun 2016	Main works contract award	
Jun 2016 - Sep 2017	Main works on site	Returned to APPCT
Sep - Dec 2017	Handover	
Quarter 1 2018	Open to the public	

8.2 The Board will want to be aware that Permission to Proceed is likely to be granted by the HLF and our agreement to proceed signed by the Chief Executive of APPCT at the end of April 2015. This approval gives us the red light to proceed with the development phase of the project.

9. Procurement

9.1 The Mott MacDonald Alexandra Palace Procurement Report of March 2014 recommended that we use a Traditional Single Stage Joint Contracts Tribunal (JCT) form of contract, advertised through the Restricted Official Journal of the European Union (OJEU) pathway. In November 2014, on the advice of the HLF, and as a result of our own soft market testing, we decided to amend the form of contract to a traditional two stage JCT contract, advertised through the Restricted OJEU pathway because the two stage contract should minimise the contractor's risk, while protecting our own position.

9.2 Earlier this year LB Haringey signalled their intention to create a Framework contract for construction works. We held back on starting the work to prepare the advertisement for the OJEU, as a framework contract, provided the range of contractors included in the framework was suitable for the specialised work of heritage restoration, would be cost effective way of procuring a contractor.

9.3 The framework contract is due to be live in mid-May, so our procurement strategy is still under review at the time of writing this report. We will update the Board at the meeting and seek your agreement to the most effective procurement route.

10. Project aims

10.1 The key initiation documents for the project describe it in similar, but slightly different ways. This is perfectly understandable, but we need to set out the key aims for the project to inform the Project Execution Plan.

10.2 The Project Execution Plan is the document that brings together all the information about the project and is the guide we will use to inform decisions about the project and measure our progress and success.

10.3 The following goals for the project are drawn from existing documents, and are not ranked in any order of importance:-

- We want to ensure that the fabric of Alexandra Palace does not deteriorate further, with the intention of being eventually removed from both English Heritage's and the Theatres' Trust's At Risk registers
- We want to celebrate the historic contribution Alexandra Palace made to the cultural life of the UK, and, in the case of the television studios, to the world, by delivering a programme of learning, participation and activities for everyone, as well as enabling public access to historical items, archive footage and documentation relating to the Palace, the Park, the Studios and the Theatre.
- We want to refresh and reinvigorate the tradition of recreation and enjoyment at Alexandra Palace, allowing public access to the most historically significant parts of the East Wing.
- We want to increase the breadth of recreation available at Alexandra Palace, making Alexandra Palace the destination of choice for London and the Home Counties, with something here to enjoy at more times of the day and night.
- We want to strengthen the revenue operation of Alexandra Palace and reduce the burden of funding on the taxpayers of Haringey.
- We want to contribute to the regeneration of Haringey by creating jobs and training opportunities for local people both during the building and conservation period and in the operation of the new facilities in the East Wing.

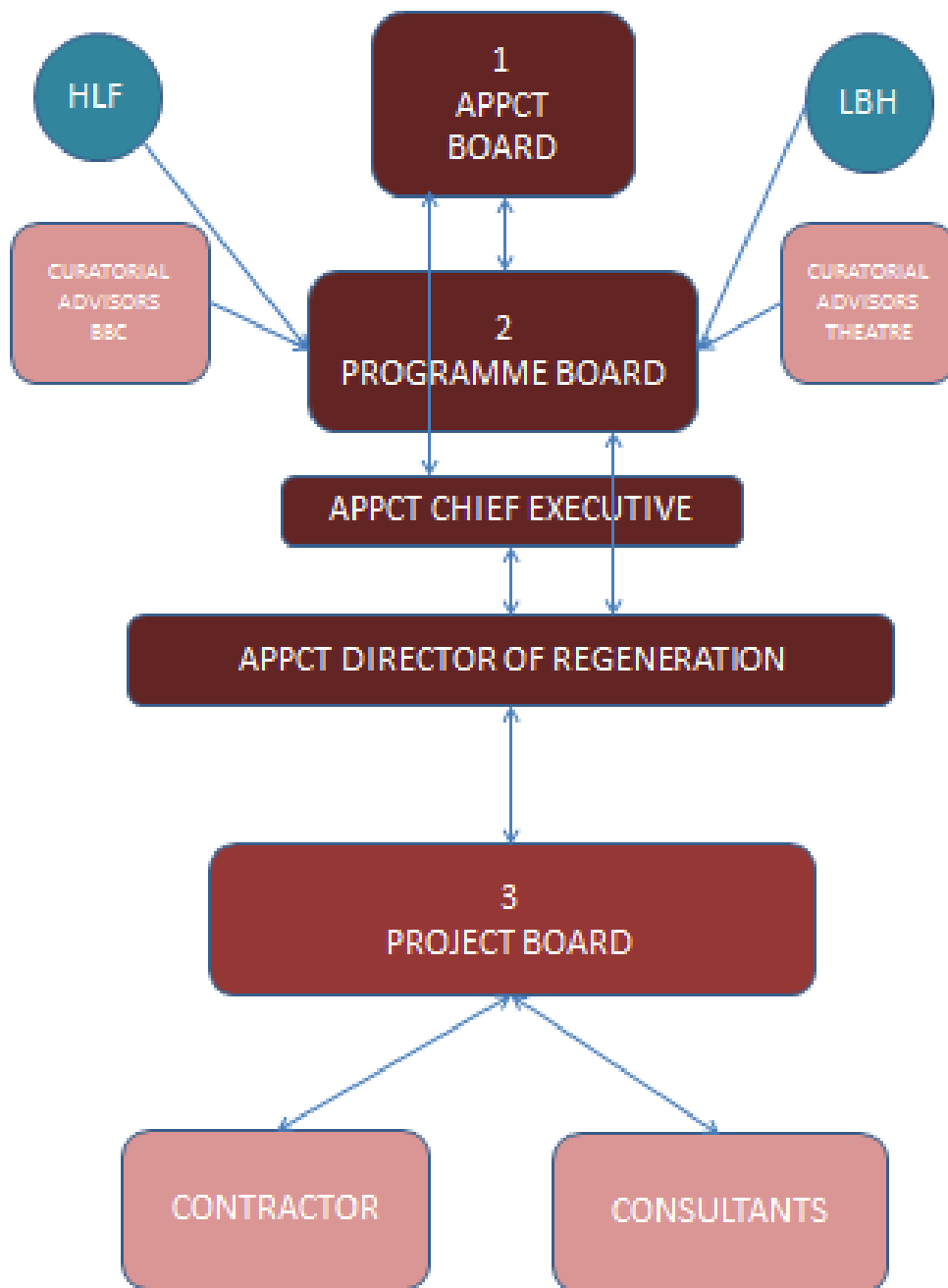
10.4 Of course there are other goals for the project, such as being well managed, delivering in budget and on time, minimising disruption to residents, customers and users, not adversely affecting the financial operation of Alexandra Palace during construction etc., but these six aims describe the primary objectives for undertaking the project.

10.5 The Board are recommended to agree these six primary objectives for inclusion in the Project Execution Plan as the goals against which the success of the project will be measured.

11. Governance

11.1 While the Board are the primary overseeing and decision making body for the project, the project's day to day governance requires additional oversight. While it would be perfectly possible to separate the staff and consultants' management of the project from the decision making role of the Board, it would be beneficial for the management of the project to bring the strategic influence of the Board into the closer governance of the project.

11.2 We propose a governance structure for the HLF Regeneration Programme which allows proper oversight of the project with decision making at the appropriate levels.



- 11.3 The **Board (1)** is the client for the project. It makes the key decisions concerning the programme. Once it has agreed the programme plans, budget and timescales, it will receive the minutes of the Programme Board, high level reports and exception reports at its quarterly meetings.
- 11.4 The **Programme Board (2)** should therefore be an informal sub group of the Board. It is not a formal Council Committee, and has no formal decision making powers. Its role is to advise the APP staff on the direction of the programme. It should meet monthly and receive copies of the reports to funders, advice from curators, specialists, progress against budget and programme.

- 11.5 We propose that the Programme Board is made up of 2 APPCT Board Members as observers, plus the Chair of APPCT with the APP Director of Regeneration, the LBH Director of Regeneration, Planning and Development (or their representative), the Project Manager and other staff and consultants in attendance as appropriate. The group will be administered by the APP Regeneration Team.
- 11.6 The **Project Board (3)** is the mechanism by which the work of the consultants and contractors is managed and agreed within the parameters agreed by the Board. It meets monthly, bi-weekly or weekly as required. Its business includes design progress, cost review and risk review.
- 11.7 We propose that the Project Board be chaired by the APP Director of Regeneration and meet in advance of the Programme Board, allowing the operational reports made to the Project Board to inform the Programme Board.

12. Legal Implications

- 12.1 The Council's Assistant Director Corporate Governance has been consulted in the preparation of this report and has no comments.

13. Financial Implications

- 13.1 The Council's Chief Financial Officer has been consulted in the preparation of this report and has no additional comments to add at this time.

14. Use of Appendices

- 14.1 There are none.