

Report Title: **East Wing Restoration Report**

Report of: **Emma Dagnes, Managing Director, Alexandra Park and Palace**

1. Purpose

1.1 To update the Board of progress of the East Wing Restoration project

2. Recommendations

2.1 The Board are asked to note the contents of this report

Report Authorised by: Louise Stewart, Chief Executive, Alexandra Park and Palace

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3. Executive Summary

3.1 The design team have been progressing with RIBA stage 4 (technical design) deliverables including reviewing the Theatre ceiling walkway, the acoustic treatment of the East Court, and the roof light leading into the BBC foyer.

3.2 The Theatre's artistic policy and the fundraising strategy are currently under review following the recent appointment of the new Chief Executive.

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. UPDATE JULY - OCTOBER

- 6.1 Following the formal issue of tender documents on 7th September, a mid-tender review was held on the 23rd September at the Palace where contractors were given a further guided tour. A number of follow-up visits by all contractors with their respective supply chains have also taken place. Tenders have been received by the deadline of the 26th October 2015. The Project Board has met twice since the last Trustee Board meeting and the Programme Board has also met twice.

7. DESIGN

The design team have been progressing with the development of RIBA Stage 4 (Technical Design) deliverables including engineering to the Theatre, finishes and containment to the BBC Studios, roof light proposals to the BBC Foyer, rainwater and below ground drainage systems and options for acoustic treatments, amongst other items.

7.1 Theatre

The Theatre Designers are reviewing the theatre ceiling walkway and levels with a view to establishing a preferred arrangement. A 3D model of the theatre roof space is being produced and will be used to facilitate coordination of the walkways and the ventilation plenums.

The scaffold specification and loadings for the ceiling plasterwork investigations were completed and the condition survey commenced at the start of October. Work is on schedule and will be completed at the start of November. During this time the Haringey Council Conservation Officer and the Inspector of Historic Buildings and Areas from Historic England attended site to take advantage of the access the scaffolding tower allowed to areas of the ceiling which would normally be too difficult to safely reach.

The team are looking in more detail at the roof trusses and structural repairs and also the balcony seating structure / support work needed. Further work has been developed in relation to the floor levels and seating.

7.2 East Court

The team have been looking further into acoustic treatment of the space, in particular sound absorption measures including baffles and banners, as well as furnishings and fittings.

7.3 BBC Wing

Further review work is being undertaken in regards to the roof light into the BBC foyer with a view to utilising the maximum glass sheet size.

7.4 General

A significant amount of work has been undertaken by the Palace's operations teams (Events, Catering, Facilities) with Building Performance consultants in preparing a number of use scenarios for the Theatre, East Court and BBC Wing to establish how events in these areas will be integrated with the existing events programme on the site. This has also included presentations illustrating various fire scenarios for the review of the Palace team.

7.5 Planning / Listed Building Consent / Building Control

Building Control consultants were appointed towards the end of the Development Phase with meetings held in this period between the approved inspector and the relevant design team members.

7.6 Health & Safety

Clarifications relating to the new Construction (Design and Management) Regulations 2015 (CDM 2015) which came into force on 6 April 2015, replacing CDM 2007 have been resolved and the Principle Designer (H&S) role confirmed (Sweett UK Limited).

8. **PROCUREMENT**

8.1 Contractor – Enabling Works Package

The ITT for the enabling works contractor was issued on 7th September 2015 with tenders returned by the 26th October 2015. A mid-tender review was held on the 23rd September where contractor representatives were given a further guided tour of the site. This was followed up with additional visits from the contractors and their wider supply chain.

The tenders will now be reviewed as per the Tender Evaluation Process with a recommendation to appoint being brought to the Board of Trustees on the 26th November 2015. Prior to the Board meeting, the Restoration team will be holding a Board of Trustees workshop on the 11th November 2015 to prepare for the 26th November meeting.

9. **SCOPE CHANGE REPORTED IN THE PERIOD**

Alexandra Park and Palace has requested that provision be made for assisted listening system in the Theatre. The design team are examining options for this area to report back to the APP team.

10. **KEY PROGRAMME DATES OVER THE NEXT PERIOD**

The current programme is version 12 and has not been subject to any further update in the reporting period. The key programme milestones over the next period are noted below.

Key Programme Items	Target Date
Construction Tender Returns	Completed
Board of Trustee Workshop	11 th November 2015
Board of Trustee Special Contract Award Meeting	26 th November 2015
Enabling works start	4 th January 2016*
Enabling works complete	17 th May 2015*

*It should be noted that the programme timescales shown for the enabling works are best estimates. Until the main contractor confirms the programme it cannot be considered final.

*The main works will take approximately 60 weeks.

11. **REPORT FORMATTING CHANGES**

As the Restoration Project progresses the volume of information which will be reported to the Programme Board, Finance, Resource and Audit Committee, Statutory Advisory and Consultative Committees, and Alexandra Park and Palace Charitable Trust Board will increase. Therefore the team have recommended to the Programme Board that we change the reporting format to ensure the relevant levels of information are provided in a consistent and informative format when

presented to the various Boards and Committees. The new format will be trialled at the next Programme Board to allow for comment and feedback prior to being used at further Board and Committee meetings.

12. THEATRE POLICY

Following a review meeting with the Chair of the Friends of the Theatre, the Draft Theatre Policy is being revised. The APP Theatre Policy Consultant will meet with the Friends of the Theatre Chair and Alexandra Palace's Managing Director over the next few months to develop a draft Theatre Policy for further review prior to being presented to the SACCC and submitted to the Board of Trustees in the New Year.

13. FUNDRAISING

With our new Chief Executive joining in October 2015 it was felt that there was an opportunity to re-visit the Fundraising Strategy. Though a significant level of work has been undertaken by our Fundraising Manager and the restoration team in general, it is felt that the lack of commitment from Trusts and Foundations must be interrogated to ensure that the limited resource is being focused on areas with the highest opportunity for success. In particular the extended public fundraising campaign needs to be reviewed by the new Chief Executive before it is presented to the Board for approval. The Executive team will be holding a workshop within the next few weeks facilitated by a Director of Development from the Arts & Culture Sector, who will manage the structure of the day across key areas which include Case for Support, Asset Review and Levels for Giving, Fundraising Calendar, Prospecting, Trusts and Foundations, Major Gifts, Corporate Sponsorship, Regular Giving Schemes, Community Fundraising, Communications.

Following this workshop, the Executive team will undertake to revise the original Fundraising Strategy in the context of the current funding climate and our experience to date.

14. LEGAL IMPLICATIONS

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

15. FINANCIAL IMPLICATIONS

- 15.1 The Council's Chief Financial Officer has been consulted in the preparation of this report and has no additional comments to make.

16. APPENDICES

- 16.1 There are none.