



NOTICE OF MEETING

Alexandra Palace and Park Board

THURSDAY, 13TH FEBRUARY, 2014 at 19:30 HRS - ALEXANDRA PALACE, ALEXANDRA PALACE WAY, WOOD GREEN, LONDON N22.

Councillors:

Councillor Matt Cooke (Chair), Councillor James Stewart (Vice-Chair), Councillor Bob Hare, Councillor Nigel Scott, Councillor Neil Williams, Councillor Joanna Christophides and Councillor Pat Egan

Non-voting members:

Mr R. Kidby, Mr D. Heathcote, Mr R. Hooper, Mr C. Marr, Ms V. Paley and Mr N. Willmott

AGENDA

1. APOLOGIES FOR ABSENCE

2. URGENT BUSINESS

The Chair will consider the admission of any late items of urgent business. (Late items will be considered under the agenda item where they appear. New items will be dealt with at items 13 & 18 below).

3. DECLARATIONS OF INTERESTS

A member with a disclosable pecuniary interest or a prejudicial interest in a matter who attends a meeting of the authority at which the matter is considered:

- (i) must disclose the interest at the start of the meeting or when the interest becomes apparent, and
- (ii) may not participate in any discussion or vote on the matter and must withdraw from the meeting room.

A member who discloses at a meeting a disclosable pecuniary interest which is not registered in the Register of Members' Interests or the subject of a pending notification must notify the Monitoring Officer of the interest within 28 days of the disclosure.

Disclosable pecuniary interests, personal interests and prejudicial interests are defined at Paragraphs 5-7 and Appendix A of the Members' Code of Conduct.

4. QUESTIONS, DEPUTATIONS OR PETITIONS

To consider any questions, deputations or petitions received in accordance with Part 4, Section B29 of the Council's Constitution.

5. MINUTES (PAGES 1 - 36)

- i. To confirm the unrestricted minutes of the Alexandra Palace and Park Board held on 29 October 2013, and the special meeting of the Board held on 19 November 2013 as an accurate record of the proceedings. (Pages 1-10)
- ii. To receive the minutes of the Alexandra Palace and Park Panel, held on 16 January 2014. (Pages 11-12)
- iii. To receive and consider the minutes of the Alexandra Park and Palace Advisory Committee held on 10 October 2013 and 28 January 2014, and to consider any recommendations from that Committee. (Pages 13- 20)
- iv. To receive the minutes of the joint Alexandra Palace and Park Consultative Committee, and Alexandra Park and Palace Advisory Committee held on 10 October 2013 and 28 January 2014. (Pages 21-36)

6. REPORT OF FUNDRAISING CONSULTANTS (PAGES 37 - 78)

Report of the Chief Executive, Alexandra Palace Charitable Trust, to inform the Board of the findings of the report and seek its views on the main recommendations.

7. FIREWORKS PROPOSAL (PAGES 79 - 84)

Report of the Commercial Director, APTL, to present a review of the Fireworks 2013 and submit recommendations for the 2014 event for Board approval.

8. CHIEF EXECUTIVE'S REPORT (PAGES 85 - 90)

Report of the Chief Executive, Alexandra Palace Charitable Trust, to inform the Board of progress in a number of areas at Alexandra Palace and request approval of detailed policies on use of the theatre and confirm our position on charging community groups and other charities and for guided tours.

9. REPORT OF THE COMMERCIAL DIRECTOR, APTL (PAGES 91 - 96)

Report of the Commercial Director, APTL, to update the Board on recent developments and activities, in particular:

- Commercial activity update
- The events calendar

10. REPORT OF THE DIRECTOR OF REGENERATION AND PROPERTY (PAGES 97 - 122)

Report of the Director of Regeneration and Property, Alexandra Park and Palace, to update the Board on matters relating to the regeneration of Alexandra Palace and Park, the fabric conservation of the Palace, the facilities management of the Palace and the maintenance of the Park.

11. REPORT OF THE FINANCE AND RESOURCE DIRECTOR - TRUST FINANCIAL RESULTS FOR 9 MONTHS ENDED 31 DECEMBER 2013 (PAGES 123 - 126)

Report of the Finance and Resource Director, Alexandra Palace Charitable Trust, setting out the results for the Trust for the nine months ended 31 December 2013.

12. REPORT OF THE FINANCE AND RESOURCE DIRECTOR - TRUST BUDGET 2014/15 (PAGES 127 - 130)

Report of the Finance and Resource Director, Alexandra Palace Charitable Trust, setting out the proposed outline budget for the Trust for the year ending 31 March 2015.

13. ANY OTHER UNRESTRICTED BUSINESS THE CHAIR CONSIDERS TO BE URGENT

14. EXCLUSION OF THE PUBLIC AND PRESS

Items 15, 16 & 17 are likely to be subject of a motion to exclude the press and public from the meeting as they contain exempt information as defined in Section 100a of the Local Government Act 1972; Para 2 – Information which is likely to reveal the identity of an individual and Para 3 - information relating to the business or financial affairs of any particular person (including the authority holding that information).

15. MINUTES (PAGES 131 - 136)

To confirm the exempt minutes of the Alexandra Palace and Park Board held on 29 October 2013, and of the special meeting of the Board held on 19 November 2013 as an accurate record of the proceedings

16. REPORT OF THE FINANCE AND RESOURCE DIRECTOR - APTL PERFORMANCE (PAGES 137 - 146)

17. REPORT OF THE FINANCE AND RESOURCE DIRECTOR - BUSINESS PLAN (PAGES 147 - 154)

18. ANY OTHER EXEMPT BUSINESS THE CHAIR CONSIDERS TO BE URGENT

Bernie Ryan
Assistant Director – Corporate Governance and
Monitoring Officer
River Park House
225 High Road
Wood Green
London N22 8HQ

Helen Chapman
Principal Committee Co-ordinator
Tel: 020-8489 2615
Fax: 020-8881 5218
Email: helen.chapman@haringey.gov.uk

Wednesday, 5 February 2014

**MINUTES OF THE ALEXANDRA PALACE AND PARK BOARD
TUESDAY, 29 OCTOBER 2013**

Councillors: Cooke (Chair), Stewart (Vice-Chair), Hare, Scott, Williams, Marr, Willmott, Christophides and Egan

Non-Voting Representatives: R. Hooper, C. Marr and N. Willmott

Also present: Isobel Aptaker - Education Officer, APPCT
Emma Dagnes - Commercial Director, APTL
Kerri Farnsworth - Director of Property and Regeneration, APPCT
Claire Pendleton – Communications Manager, APPCT
Melissa Tettey - Head of Learning and Community Programmes, APPCT
Nigel Watts - Director of Finance and Resources, APPCT
Duncan Wilson - Chief Executive, APPCT

Helen Chapman – Clerk, LBH
Julie Parker – Director of Corporate Resources, LBH
Raymond Prince – Assistant Head of Legal, LBH

**MINUTE
NO.**

SUBJECT/DECISION

APBO313.	APOLOGIES FOR ABSENCE Apologies for absence were received from Denis Heathcote, Bob Kidby and Val Paley.
APBO314.	URGENT BUSINESS There were no items of urgent business.
APBO315.	DECLARATIONS OF INTERESTS There were no declarations of interest.
APBO316.	QUESTIONS, DEPUTATIONS OR PETITIONS There were no such items.
APBO317.	MINUTES In response to a question regarding the proposed patron event, Duncan Wilson advised that completion of the works to ensure the safety of the theatre ceiling was not expected until the end of November at the earliest, and it was therefore planned to move the patron event back to Spring 2014. A full proposal for the event would be brought to the Board for consideration. RESOLVED i) That the unrestricted minutes of the Board held on 16 July 2013 be approved and signed by the Chair.

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	<p>ii) That the minutes of the informal joint Alexandra Palace and Park Consultative Committee and Alexandra Park and Palace Advisory Committee held on 18 June 2013 be noted.</p> <p>iii) That the minutes of the Alexandra Palace and Park Consultative Committee held on 18 June 2013 be noted.</p>
<p>APBO318.</p>	<p>REPORT OF THE CHIEF EXECUTIVE</p> <p>Duncan Wilson introduced the report as circulated, with updates from Isobel Aptaker, Claire Pendleton and Melissa Tettey. The following additional points and comments arose from the discussion of the Board:</p> <p><u>Learning and Community Update</u></p> <ul style="list-style-type: none"> • Feedback from teachers around the pilot primary learning programme had been positive. • Further to discussions with head teachers around future curriculum changes, it was proposed that an event be held at Alexandra Palace for primary and secondary head teachers to look at how schools could engage with Alexandra Palace as part of the new curriculum. <p><u>Volunteer Strategy</u></p> <ul style="list-style-type: none"> • Over 100 expressions of interest in volunteering at the Palace had been received, and ways of engaging with volunteers throughout the year were being explored. • It was agreed that the draft volunteer strategy would be circulated to all relevant groups, e.g. Friends Groups for comment. The intention was for the document to be reviewed on a two-yearly basis once the final version had been agreed. • Further to a request from the Board, it was agreed that a briefing on the background of those registered as volunteers would be provided, for information. <p><u>HLF Our Heritage 2 Application</u></p> <ul style="list-style-type: none"> • The Palace's plans around this application had been warmly welcomed by the Borough within the context of how the centenary of the First World War would be marked across Haringey. Discussions would be held with the Borough as to whether there may be any additional resources available in order to deliver activities beyond the scope of the current proposal. <p><u>Interpretation Strategy</u></p> <ul style="list-style-type: none"> • Discussions were being held with key stakeholders around the draft brief, which was intended to support a coherent narrative associated with the main HLF bid, following the story of popular entertainment from theatre, through silent film and television. • With regard to television, it was suggested that it was important not to focus solely on the early development of TV, but to look at the present day and future of the moving image. It was felt that seeking specialist advice

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	<p>on this aspect of interpretation may be valuable, although the difficulties associated with delivering this type of content without a dedicated curatorial resource were noted. It was noted that recent discussions with the BBC had very much focused on the future of television, and it was hoped that the BBC may be able to offer support around this.</p> <ul style="list-style-type: none"> • It was noted that, once the Interpretation Strategy brief was finalised, an appointment would be made for a small scale consultancy exercise to inform the design process for the main HLF project. • With regards to the target audience, it was noted that the first line of this section should read: "The target audience includes the following groups:". <p><u>Patrons event</u></p> <ul style="list-style-type: none"> • This was now proposed for Spring 2014. It was agreed that details of the proposal would be circulated to the Board for comment prior to the next Board meeting. <p><u>Annual Review</u></p> <ul style="list-style-type: none"> • The Board welcomed the Annual Review, which would be valuable in communicating with potential partners around the regeneration programme. The Board congratulated everyone involved in the production of the document, of which there had been an initial print run of 500. • A copy of the Annual Review would be sent out to all Haringey Councillors. <p>RESOLVED</p> <p>That the contents of the report be noted.</p>
<p>APBO319.</p>	<p>REPORT OF THE COMMERCIAL DIRECTOR</p> <p>Emma Dagnes introduced the report as circulated. The following additional comments and points arose from the discussion of the Board:</p> <p><u>Events</u></p> <ul style="list-style-type: none"> • With regard to corporate events, it was reported that it was the unique nature of the venue in particular that was helping to attract new business, and that events of this nature were now a key focus for the sales team. • The Above and Beyond dance event was noted as having been particularly successful, with very positive feedback and a very low (two) number of noise complaints. • The number of spectators for the ice hockey matches was reported as very positive. • The Darts, Ping Pong World Championships and Snooker Masters were all being broadcast live on television, which would result in significant coverage for the Palace during these events. <p><u>Fireworks Update</u></p> <ul style="list-style-type: none"> • The Back with a Bang Fireworks was listed as the top fireworks display in London in Time Out, Metro and The Evening Standard.

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	<ul style="list-style-type: none"> • Tickets for the fireworks were on track to sell out in advance. There would be comprehensive communication both in the local area and online that the event was a sell out in order to discourage people from travelling to the venue without a ticket. • In response to a question from the Board as to whether the capacity of the event could be increased in future years, it was noted that this would depend on the success of the forthcoming event, and subsequent discussions with the Safety Advisory Group. <p>The Board congratulated the team for the positive report in respect of commercial activities, and particularly for the way in which the organisation of a paid-for fireworks display had been handled.</p> <p>RESOLVED</p> <p>That the contents of the report be noted.</p>
APBO320.	<p>REPORT OF THE DIRECTOR OF REGENERATION AND PROPERTY</p> <p>Kerri Farnsworth introduced the report as circulated. The following points and comments arose during the discussion of the Board:</p> <p><u>Victorian Theatre Stage Machinery</u></p> <ul style="list-style-type: none"> • In response to a question from the Board, it was reported that, if it did not prove possible to make the reclaimed elements of Victorian theatre stage machinery (recently given by English Heritage) functional, the Palace had total discretion regarding the disposal of this equipment. • With regard to the work with the specialist theatre digital technology company as mentioned in paragraph 6.8 of the report, this type of project was welcomed as an excellent example of linking the history and future of entertainment. <p><u>HLF Project Progress</u></p> <ul style="list-style-type: none"> • An approach had been made to Lord Hall, Director-General of the BBC, regarding developing a cultural partnership between the BBC and Alexandra Palace, the response to which had been positive. Richard Hooper was thanked for facilitating this approach. • Duncan Wilson advised that a BBC documentary maker had approached the Palace regarding the possibility of producing a documentary regarding the history of the BBC at the Palace, and the current regeneration proposals. • It was noted that the timetable for bringing a recommendation on the Design Team appointment to the special Board meeting on 19 November was very tight, and that the palace were working closely with the Council around this process. • Colin Marr reported that the Design Team appointment process had been discussed at the meeting of the Statutory Advisory Committee and Consultative Committee on 10 October 2013; it had been felt at that meeting that there was a need for a high level of transparency around this process and that the views of the Board needed to be taken into account.

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	<p>Duncan Wilson agreed with this view, but advised that the recommendation that would be presented to the Board would be the result of a strictly defined process and that the criteria for consideration of the recommendation were tightly defined by the process, which was governed by EU procurement law.</p> <p><u>Commercial Development</u></p> <ul style="list-style-type: none"> • It was reported that the feedback received from the soft market testing exercise had been in both verbal and written format. • It was anticipated that the Palace would be in a position to go out to the market formally in June or July 2014, and it was noted that this work would be supported by a 3 – 5 year improvement programme. <p><u>Forward Programme for Property and Regeneration</u></p> <ul style="list-style-type: none"> • In response to a question regarding the match-funding business case to be submitted to LBH before December 2013, it was confirmed that this was being worked on and would need to include details of community benefits, as well as financial aspects. This would also need to align with the Council's emerging corporate plan and cultural strategy. <p>RESOLVED</p> <p>That the contents of the report be noted.</p>
<p>APBO321.</p>	<p>REPORT OF THE PARK MANAGER</p> <p>Duncan Wilson and Kerri Farnsworth introduced the report as circulated. The following issues and points arose from the discussion of the Board:</p> <p><u>Planning Applications – Little Dinosaurs</u></p> <ul style="list-style-type: none"> • Planning drawings were still awaited in respect of the application, and the Palace had made it clear that they would not grant any permission without suitable drawings. • Colin Marr advised that the SAC and CC had suggested that the Board and Alexandra Palace management should set out strong guidance regarding what they would and would not accept in respect of tenant planning applications, so that expectations were clear before applications were made. Duncan Wilson noted this point, and advised that nevertheless it would not be possible to support any application where the applicants concerned had not provided sufficient information. • The Board hoped that the temporary withdrawal of the application was an indication that the tenant accepted the need to work more closely with the Palace in future. • Duncan Wilson proposed that, once full drawings were submitted by the tenant, the Palace consult with Colin Marr and Denis Heathcote as Chairs of the Consultative Committee and Statutory Advisory Committee respectively to ensure that the drawings submitted were consistent with the views of those committees, following which the Chair of the Board would be consulted regarding approval of the application. The Board

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indicated that it was content with this approach.

Planning Applications – The Garden Centre

- Colin Marr advised that, while the SAC and CC had considered this a model application, they had raised some concerns regarding the wildflower meadow, and had been satisfied with the response provided by the applicant. The issue of the need to control the use of the proposed building had also been raised, and Duncan Wilson confirmed that permission from the Palace would be required for any sub-tenancies at this location and control would therefore be exercised.
- With regard to rental values, the Board was asked to note that where a tenant makes improvements to their premises, the Palace was entitled to review the rental value of the premises, but must take into account the amount expended by the applicant in delivering the improvements. Tenants would be engaged as part of any rent review process of this nature, and any proposed changes would be reported back to the Board.

RESOLVED

- i) That the report and updates on the Grounds Maintenance Contract and Dog Control Orders be noted.
- ii) That the Board:
 - a) Confirm its general consent to the proposal from the operator of Little Dinosaurs, having taken into account the advice from the Advisory and Consultative Committees;
 - b) Grant Landlord's Consent subject to agreement by Officers of detailed drawings consistent with this submission, and subject to clearance with the Chairs of the Advisory and Consultative Committees and the Chair of the Board.
- iii) That the Board:
 - a) Approve the proposals from Capital Gardens Ltd, having taken into account the advice from the Advisory and Consultative Committees, and subject to Officers having finalised the details for Landlord's Consent.
 - b) Note the potential for a change in the rental value and delegate to the Chief Executive finalising the details and reporting back to the Board at a future meeting.

APBO322.

REPORT OF THE FINANCE AND RESOURCE DIRECTOR

Nigel Watts introduced the report as circulated. It was reported that the £41k positive variance against budget, before Regeneration and gift aid, was largely due to timing, but that it was likely that any underspend would be spent by the end of the financial year. The Regeneration budget underspend was also reported as being largely associated with timing, particularly the length of the recruitment process for professional advisers; there may be a small underspend within Regeneration by the end of the financial year, but it was hoped that this

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	<p>could be carried forward into the following year.</p> <p>RESOLVED</p> <p>That the performance of the Trust for the five months ended 31 August 2013 be noted.</p>
APBO323.	<p>ANY OTHER UNRESTRICTED BUSINESS THE CHAIR CONSIDERS TO BE URGENT</p> <p>There were no unrestricted items of urgent business.</p>
APBO324.	<p>FUTURE MEETINGS</p> <p>The next meetings of the Board were scheduled for:</p> <p>Tuesday, 19 November 2013, 6.30pm (Special) Thursday, 13 February 2014, 7.30pm</p>
APBO325.	<p>EXCLUSION OF THE PUBLIC AND PRESS</p> <p>RESOLVED</p> <p>That the press and public be excluded from the meeting for the consideration of agenda items 14 to 19 as they contained exempt information as defined in Section 100a of the Local Government Act 1972: Paragraph 2 – information which is likely to reveal the identity of an individual and Paragraph 3 – information relating to the business or financial affairs of any particular individual person (including the authority holding that information).</p> <p>SUMMARY OF EXEMPT ITEMS</p> <p>MINUTES</p> <p>RESOLVED that the restricted minutes of the Alexandra Palace and Park Board held on 16 July 2013 be approved as a correct record.</p> <p>REPORT OF THE DIRECTOR OF REGENERATION AND PROPERTY</p> <p>The contents of the report were noted.</p> <p>REPORT ON FRAC/APTL BOARD DISCUSSIONS – FINANCIAL ITEMS</p> <p>The recommendations of the report were agreed.</p> <p>UPDATE ON HISTORIC DEBT</p> <p>The recommendations of the report were agreed as amended.</p> <p>STRATEGIC PARTNERSHIPS</p> <p>The recommendations of the report were agreed.</p>

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	<p>ANY OTHER EXEMPT BUSINESS THE CHAIR CONSIDERS TO BE URGENT</p> <p>There were no items of exempt urgent business.</p> <p>The meeting closed at 10.10pm.</p>
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**MINUTES OF THE ALEXANDRA PALACE AND PARK BOARD
TUESDAY, 19 NOVEMBER 2013**

Councillors Christophides, Egan (Chair), Hare, Scott and Williams

Non-Voting
Representatives: Robert Kidby and Colin Marr

Observer: Denis Heathcote

Also present: Kerri Farnsworth (Alexandra Palace - Director of Regeneration & Property), Duncan Wilson (Alexandra Palace – Chief Executive), Michael Wood (LBH – Head of Procurement) and Felicity Parker (Clerk)

MINUTE NO.	SUBJECT/DECISION
APBO332.	<p>ELECTION OF CHAIR</p> <p>Due to the absence of the Chair and Vice-Chair, the clerk sought nominations for a Chair for the duration of the meeting.</p> <p>Councillor Christophides nominated Councillor Egan. Councillor Scott seconded the nomination and it was</p> <p>RESOLVED that Councillor Egan be nominated as Chair for the meeting.</p> <p><u>Councillor Egan in the Chair</u></p>
APBO333.	<p>APOLOGIES FOR ABSENCE</p> <p>Apologies for absence were received from Councillors Cooke and Stewart, Val Paley and Richard Hooper.</p>
APBO334.	<p>URGENT BUSINESS</p> <p>There was no such business.</p>
APBO335.	<p>DECLARATIONS OF INTERESTS</p> <p>There were no declarations of interest.</p>
APBO336.	<p>LISTED BUILDING CONSENT, TRANSMITTER HALL, HLF WW1 COMMEMORATION PROJECT</p> <p>Duncan Wilson introduced the report as set out.</p> <p>NOTED:</p> <ul style="list-style-type: none"> • SAC and CC members had been consulted by email, with one response. The Chairs of the Committees added that they had not received any further comments from their members.

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	<ul style="list-style-type: none">• The purpose of the report was to seek approval for the rebuilding of the disabled ramp and remodelling of the cage at the entrance to the Transmitter Hall. Improvements would also be made to the interior – redecoration and relighting.• The disabled ramp needed to be rebuilt in order to meet DDA requirements.• The works were not extensive, but would help to make the Hall more accessible for holding exhibitions. <p>RESOLVED:</p> <p>That the improvements to the Transmitter Hall (subject to Listed Building Consent being obtained) be approved.</p>
<p>APBO337.</p>	<p>EXCLUSION OF THE PUBLIC AND PRESS</p> <p>RESOLVED:</p> <p>That the press and public be excluded from the remainder of the meeting as the items below contain exempt information, as defined under paragraphs 2 and 3, Part 1, schedule 12A of the Local Government Act 1972.</p> <p>SUMMARY OF EXEMPT ITEMS</p> <p>APPOINTMENT OF HLF DESIGN TEAM CONSULTANTS</p> <p>The recommendations in the report were agreed.</p>

COUNCILLOR PAT EGAN

Chair

**MINUTES OF THE ALEXANDRA PALACE AND PARK PANEL
THURSDAY, 16 JANUARY 2014**

Present: Councillors Cooke (Chair), Egan, Scott and Williams

Apologies Councillor Stewart

Also Present: Kerri Farnsworth, Director of Property and Regeneration, APPCT
Bob Kidby, Advisory Non-Voting Member of the APPB
Duncan Wilson, Chief Executive, APPCT

Helen Chapman, Clerk, LBH
Bhikhu Samat, Legal Services, LBH

MINUTE NO.	SUBJECT/DECISION	
APSC12.	<p>APOLOGIES FOR ABSENCE</p> <p>Apologies for absence were received from Cllr Stewart.</p>	
APSC13.	<p>URGENT BUSINESS</p> <p>There were no items of urgent business.</p>	
APSC14.	<p>DECLARATIONS OF INTEREST</p> <p>There were no declarations of interest.</p>	
APSC15.	<p>PROCUREMENT OF REAL ESTATE LEGAL ADVISORS FOR COMMERCIAL DEVELOPMENT AT ALEXANDRA PALACE</p> <p>Duncan Wilson, Chief Executive, Alexandra Palace Charitable Trust advised that the reason for the urgency in convening the meeting was in order to reach the position such that market testing could be undertaken by the deadline of summer 2014.</p> <p>Duncan Wilson introduced the report, which recommended that the waiver of Contract Standing Order 9.01 be approved, as allowed under CSO 10.01.1(a) on the basis that the specialist services required for this commission can only be provided by a limited number of providers, and the approval of the intent to award the contract to Pinsent Masons LLP. Following assessment of the tender submissions received and an interview process, it was felt that Pinsent Masons represented the best value for money, and demonstrated a strong understanding of the brief. Bob Kidby was invited to address the Panel on his views, having been involved in the assessment and interview process for the tender submissions.</p> <p>Bob Kidby advised the Panel that, having taken part in the short-listing and interview process, any of the firms short-listed would have been able to fulfil the brief adequately and that all of their presentations had been of a good standard. Pinsent Masons were felt overall to have stood out in terms of their enthusiasm, and likelihood to suit the overall project approach. Given the strict budget for the work, it was felt that Pinsent</p>	

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THURSDAY, 16 JANUARY 2014**

	<p>Masons offered exceptional value, and Mr Kidby advised that he had no concerns in endorsing the recommendation of the report.</p> <p>In response to a question from the Panel, it was felt that there was an element of kudos attached to involvement with this particular project, and this was likely to have been the reason that the law firms had made submissions as part of the tender process.</p> <p>With regard to the need for the decision to be made at this point, Duncan Wilson emphasised that this decision in no way predetermined the outcome of any subsequent decisions around appointing development partners, but would enable professional legal advice to be in place such that that decision could be taken by the Board on a sound legal basis at its meeting in 2014.</p> <p>RESOLVED</p> <ul style="list-style-type: none"> i) The Panel approved the waiver of Contract Standing Order 9.01 as allowed under CSO 10.01.1(a) on the basis that the specialist services required for this commission can only be provided by a limited number of providers. ii) The Panel approved the award of the contract to Pinsent Masons LLP. <p>The Panel agreed that, in approving the recommendation as set out in the report, the decision could be implemented as soon as possible, prior to the formal approval of the minutes.</p>	
APSC16.	<p>EXCLUSION OF PRESS AND PUBLIC</p> <p>RESOLVED</p> <p>That the press and public be excluded for the consideration of agenda item 6, as it contained exempt information as defined in Section 100a of the Local Government Act 1972; paragraph 3, information relating to the business or financial affairs of any particular person (including the Authority holding that information).</p>	
APSC17.	<p>PROCUREMENT OF REAL ESTATE LEGAL ADVISORS FOR COMMERCIAL DEVELOPMENT AT ALEXANDRA PALACE</p> <p>The Committee considered exempt information pertaining to agenda item 4.</p> <p>The meeting closed at 18:45hrs.</p>	

**MINUTES OF THE ALEXANDRA PARK AND PALACE ADVISORY COMMITTEE.
THURSDAY, 10 OCTOBER 2013**

PRESENT: * denotes absence

NOMINATED BY LOCAL RESIDENTS' ASSOCIATIONS

Mrs J. Hutchinson	:	Alexandra Residents' Association
Mr K. Ranson	:	Bounds Green and District Residents' Association
Mr D. Heathcote	:	Muswell Hill and Fortis Green Association
Mr J. Athanassiou	:	Palace Gates Residents' Association
*Ms L. Richardson	:	Palace View Residents' Association
Mr. D. Frith	:	The Rookfield Association
Mr. D. Liebeck	:	Warner Estate Residents' Association
VACANCY		

APPOINTED MEMBERS

Councillor Beacham	:	Alexandra Ward
Councillor Christophides	:	Bounds Green Ward
Councillor Erskine	:	Fortis Green Ward
Councillor Gorrie	:	Hornsey Ward
Councillor J. Jenks	:	Muswell Hill Ward
Councillor P. Gibson	:	Noel Park Ward
Councillor E. Griffith	:	Council Wide appointment
Councillor Dogus	:	Council Wide appointment

Also in attendance:

Mr Duncan Wilson – Chief Executive – Alexandra Palace
Mr Mark Evison – Park Manager – Alexandra Palace
Miss Felicity Parker – Clerk to the Committee

Public Gallery:

**MINUTE
NO.**

SUBJECT/DECISION

APSC109	<p>ELECTION OF CHAIR FOR THE MUNICIPAL YEAR 2013/14</p> <p>The outgoing Chair, Denis Heathcote, welcomed all to the meeting and asked for nominations for Chair for the 2013/14 Municipal Year.</p> <p>Jane Hutchinson nominated Denis Heathcote. Councillor Newton seconded the nomination and it was</p> <p>RESOLVED that Denis Heathcote be elected as Chair of the Statutory Advisory Committee for the 2013/14 Municipal Year.</p> <p style="text-align: center;"><u>Denis Heathcote in the Chair</u></p>
APSC110	ELECTION OF VICE-CHAIR FOR THE MUNICIPAL YEAR 2013/14

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THURSDAY, 10 OCTOBER 2013**

	<p>The Chair asked for nominations for the Vice-Chair of the Statutory Advisory Committee for the 2013/14 Municipal Year.</p> <p>Denis Heathcote nominated Councillor Jenks. David Frith seconded the nomination and it was</p> <p>RESOLVED that Councillor Jenks be elected as Vice-Chair of the Statutory Advisory Committee for the 2013/14 Municipal Year.</p>
APSC111	<p>MEMBERSHIPS</p> <p>The Memberships were noted and confirmed.</p>
APSC112	<p>APOLOGIES FOR ABSENCE</p> <p>Apologies for absence were received from Kevin Stanfield, and Councillors Beacham, Demirci and Griffith.</p>
APSC113	<p>DECLARATIONS OF INTEREST</p> <p>Councillor Jenks declared a personal interest as a member of the Warner Estate Resident Association.</p>
APSC114	<p>MINUTES AND MATTERS ARISING</p> <p>RESOLVED to</p> <ol style="list-style-type: none"> i. note the informal note taken at the inquorate Statutory Advisory Committee held on 18 June 2013. ii. note the minutes of the informal Joint Statutory Advisory and Consultative Committees held on 18 June 2013. iii. note the minutes of the Consultative Committee held on 18 June 2013. iv. note the minutes of the Alexandra Palace and Park Board held on 23 May 2013. v. note the draft minutes of the Alexandra Palace and Park Board held on 16 July 2013.
APSC115	<p>REPORT OF THE CHIEF EXECUTIVE</p> <p>The Committee noted the discussion held during the Joint SAC/CC meeting.</p> <p>RESOLVED to note the report.</p>
APSC116	<p>REPORT OF REGENERATION AND PROPERTY DIRECTOR</p> <p>The Committee noted the discussion held during the Joint SAC/CC meeting.</p>

**MINUTES OF THE ALEXANDRA PARK AND PALACE ADVISORY COMMITTEE.
THURSDAY, 10 OCTOBER 2013**

	<p>RESOLVED</p> <p>i) to note the report; and</p> <p>ii) to endorse the content of the proposals made by Capital Gardens.</p>
<p>APSC117</p>	<p>ANY OTHER BUSINESS</p> <p><u>Status of the Statutory Advisory Committee</u></p> <p>Jane Hutchinson raised an issue in regards to the status of the SAC, and whether the informal joint committee now meant that the status was now being lost, and that the comments of the SAC should be separate from the Consultative Committee.</p> <p>The Chair agreed that it was becoming an issue, after the establishment of the joint committee for the past two years, although this was not something that would be resolved in one discussion.</p> <p>Duncan Wilson suggested that if the Statutory Advisory Committee members did have additional comments, then they could be raised during the meeting as a member of the SAC – however it would be odd to reiterate all of the comments made during the joint meeting at a separate meeting of the SAC. He added that he would be happy to continue discussions with the Chair.</p>
<p>APSC118</p>	<p>DATES OF FUTURE MEETINGS</p> <p>NOTED the date of the next meeting – 28 January 2014.</p>

The meeting ended at hrs

Denis Heathcote

Chair

Signed by the Chair

Date

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**MINUTES OF THE ALEXANDRA PARK AND PALACE ADVISORY COMMITTEE.
TUESDAY, 28 JANUARY 2014**

PRESENT: * denotes absence

NOMINATED BY LOCAL RESIDENTS' ASSOCIATIONS

Mrs J. Hutchinson	:	Alexandra Residents' Association
Mr K. Ranson	:	Bounds Green and District Residents' Association
*Mr D. Heathcote	:	Muswell Hill and Fortis Green Association
*Mr K. Stanfield	:	Palace Gates Residents' Association
Ms L. Richardson	:	Palace View Residents' Association
Mr. D. Frith	:	The Rookfield Association
Mr. D. Liebeck	:	Warner Estate Residents' Association
VACANCY		

APPOINTED MEMBERS

Councillor Beacham	:	Alexandra Ward
Councillor Demirci	:	Bounds Green Ward
Councillor Newton	:	Fortis Green Ward
*Councillor Gorrie	:	Hornsey Ward
*Councillor Jenks	:	Muswell Hill Ward
Councillor Gibson	:	Noel Park Ward
*Councillor Griffith	:	Council Wide appointment
*Councillor Dogus	:	Council Wide appointment

Also in attendance:

Duncan Wilson – Chief Executive – Alexandra Palace
 Kerri Farnsworth – Alexandra Palace
 Emma Dagnes - Alexandra Palace
 Melissa Tettey - Alexandra Palace
 Isobel Aptaker - Alexandra Palace
 Felicity Parker – Clerk to the Committee (LB Haringey)

**MINUTE
NO.**

SUBJECT/DECISION

APSC119 APOLOGIES FOR ABSENCE

Apologies for absence were received from Denis Heathcote, Kevin Stanfield and Councillors Gorrie and Jenks.

Councillor Engert was in attendance as substitute for Councillor Jenks.

Election of Chair for the meeting

As both the Chair and Vice-Chair of the Committee had given apologies for the meeting, members of the Statutory Advisory Committee were requested to elect a Chair for the duration of the meeting.

**MINUTES OF THE ALEXANDRA PARK AND PALACE ADVISORY COMMITTEE.
TUESDAY, 28 JANUARY 2014**

	<p>Jane Hutchinson nominated David Frith, Councillor Newton seconded the nomination and it was</p> <p>RESOLVED that David Frith be elected as Chair of the meeting.</p> <p style="text-align: center;"><u>David Frith in the Chair</u></p>
APSC120	<p>DECLARATIONS OF INTEREST</p> <p>None.</p>
APSC121	<p>MINUTES AND MATTERS ARISING</p> <p>RESOLVED that</p> <ul style="list-style-type: none"> i. The minutes of the Joint Statutory Advisory held on 10 October 2013 be approved. ii. The minutes of the Statutory Advisory Committee and Consultative Committees held on 10 October 2013 be noted. iii. The draft minutes of the Alexandra Palace and Park Board held on 29 October 2013 and 19 November 2013 be noted.
APSC122	<p>GOVERNANCE</p> <p>The Committee noted the discussion held during the Joint SAC/CC meeting.</p> <p>RESOLVED to note the report.</p>
APSC123	<p>REPORT OF THE CHIEF EXECUTIVE</p> <p>The Committee noted the discussion held during the Joint SAC/CC meeting.</p> <p>RESOLVED to note the report.</p>
APSC124	<p>REPORT OF THE REGENERATION AND PROPERTY DIRECTOR</p> <p>The Committee noted the discussion held during the Joint SAC/CC meeting.</p> <p>RESOLVED:</p> <ul style="list-style-type: none"> i) To note the report ii) To endorse the planning proposals as set out by 345 Pre-School Nursery at The Grove.
APSC125	<p>ANY OTHER BUSINESS</p> <p>None.</p>

**MINUTES OF THE ALEXANDRA PARK AND PALACE ADVISORY COMMITTEE.
TUESDAY, 28 JANUARY 2014**

APSC126	DATES OF FUTURE MEETINGS NOTED the date of the next meeting on 3 April 2014.
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David Frith

Chair

Signed by the Chair

Date

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MINUTES OF THE JOINT INFORMAL MEETING OF THE ALEXANDRA PARK & PALACE STATUTORY ADVISORY COMMITTEE AND THE ALEXANDRA PALACE AND PARK CONSULTATIVE COMMITTEE
THURSDAY, 10 OCTOBER 2013

PRESENT: * denotes absence

NOMINATED BY LOCAL RESIDENTS' ASSOCIATIONS

Advisory Committee Nominated Members of:

Alexandra Residents' Association	: Ms J. Hutchinson
Bounds Green and District Residents Association	: Mr K. Ranson
Muswell Hill and Fortis Green Association	: Mr D. Heathcote
Palace Gates Residents' Association	: *Mr K. Stanfield
Palace View Residents Association	: Ms E. Richardson
The Rookfield Association	: Mr D. Frith
Warner Estate Residents' Association	: *Mr D. Liebeck
1 Vacancy	

Advisory Committee Appointed Members:

Alexandra Ward	:	*Councillor Beacham
Bounds Green Ward	:	*Councillor Demirci
Fortis Green Ward	:	Councillor Newton
Hornsey Ward	:	*Councillor Gorrie
Muswell Hill Ward	:	Councillor Jenks
Noel Park Ward	:	Councillor Gibson
Council-wide Member	:	*Councillor Griffith
Council-wide Member	:	*Councillor Dogus

Consultative Committee Nominated Members:

Alexandra Palace Amateur Ice Skating Club	*Mr M. Tarpey
Alexandra Palace Allotments Association	Ms E. Regan
Alexandra Palace Angling Association	*Mr K. Pestell
Alexandra Palace Organ Appeal	*Mr R. Tucker
Alexandra Palace Television Group	*Mr J. Thompson
Alexandra Residents' Association	*Ms C. Hayter
Alexandra Palace Garden Centre	*Mr C. Campbell-Preston
Alexandra Park and Palace Conservation Area	
Advisory Committee	Mr C. Marr
Bounds Green and District Residents' Association	Mr R. Lock
CUFOS	*Mr J. Smith
Friends of Alexandra Park	Mr G. Hutchinson
Friends of the Alexandra Palace Theatre	*Mr N. Willmott
Hornsey Historical Society	*Mr J. O'Callaghan
Muswell Hill and Fortis Green Association	Ms D Feeney
Muswell Hill Metro Group	Mr J. Boshier
New River Action Group	Miss R. Macdonald
Palace View Residents' Association	Ms V. Paley
Vitrine Ltd - The Lakeside Café	*Mr A. Yener
Warner Estate Residents' Association	Prof. R. Hudson

Consultative Committee Appointed Members:

*Councillor Cooke
 Councillor Christophides
 Councillor Egan

**MINUTES OF THE JOINT INFORMAL MEETING OF THE ALEXANDRA PARK & PALACE
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CONSULTATIVE COMMITTEE
THURSDAY, 10 OCTOBER 2013**

Councillor Hare
Councillor Scott
*Councillor Stewart
Councillor Williams

Also attending

Duncan Wilson – Chief Executive – Alexandra Palace
Keri Farnsworth – Property & Regeneration Director, Alexandra Palace
Melissa Tettey – Head of Learning & Community Programmes, Alexandra Palace
Isobel Aptaker – Education Officer, Alexandra Palace
Felicity Parker – Clerk to the Committee (LB Haringey)

**MINUTE
NO.**

SUBJECT/DECISION

APSC132	<p>APOLOGIES FOR ABSENCE</p> <p>Apologies for absence were received from Kevin Stanfield, Roger Tucker, Caroline Hayter, Jacob O’Callaghan and Councillors Beacham, Demirci, Griffith and Cooke.</p>
APSC133	<p>DECLARATIONS OF INTEREST</p> <p>Councillor Hare declared a personal interest as Chairman of the Alexandra Palace Allotments Association.</p> <p>Councillor Jenks declared a personal interest as a member of the Warner Estate Resident Association.</p>
APSC134	<p>MINUTES AND MATTERS ARISING</p> <p>RESOLVED that</p> <ol style="list-style-type: none"> i. The minutes of the informal Joint Statutory Advisory and Consultative Committees held on 18 June 2013 be approved. ii. The minutes of the Consultative Committee held on 18 June 2013 be approved. iii. The informal note taken at the inquorate Statutory Advisory Committee held on 18 June 2013 be noted. iv. The minutes of the Alexandra Palace and Park Board held on 23 May 2013 be noted. v. The draft minutes of the Alexandra Palace and Park Board held on 16 July 2013 be noted.
APSC135	GOVERNANCE

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	<p>The Chair requested that Consultative Committee groups who had not returned the requirement membership form and AGM minutes do so by the next meeting on 28 January 2014. Failure to do so would result in the deletion of the membership.</p> <p>Action: For the Clerk to chase memberships.</p> <p>The Chair informed members that, as agreed, he had raised again the subject of governance and the structure of meetings with the Chief Executive and there will be a report back on this at the next meeting.</p>
APSC136	<p>REPORT OF THE CHIEF EXECUTIVE</p> <p>Duncan Wilson introduced the report as set out.</p> <p>NOTED:</p> <ul style="list-style-type: none"> • The Annual Report would be available for distribution next week. • The Red Bull and 150th Anniversary events had taken place since the last meeting in June 2013. Both were very successful and popular. • It was anticipated that a smaller scale event based on the 150th Anniversary could be continued in the future – one suggestion for example was that the Park would be an attractive venue for the Muswell Hill Festival. However this would depend on resources and funding. Any ideas would be reported back to the Committee. • There had been noise complaints received with regards to the circus – however this was from one resident, the Council’s Noise team had visited the property to measure the noise and it was not found to be above the limits set by the authority. When events were held in the Palace and Park, there were parameters set by the Licensing Authority which the Palace had to comply with. Some Committee Members commented that there may be occasions where noise from events can be heard in neighbouring streets, but local residents should be prepared to accept some noise, given that they had full use of the Park all year round. <p><u>Fireworks</u></p> <ul style="list-style-type: none"> • Officers had met with the Safety Advisory Group, who were pleased with the progress so far. The points raised by the Committee at the last meeting had been raised with SAG. • Residents would be contacted with regards to road closures in due course. This information would also be made available on the website. • Tickets were available via the Alexandra Palace website and c.5000 tickets had already been sold. <p><u>Learning & Community</u></p> <ul style="list-style-type: none"> • Isobel Aptaker – Learning Officer – circulated a leaflet which promoted the educational offer from the Palace. It outlined the 3 Key Stage 2 programmes, and had been sent to all primary schools in the borough. So far, there had been positive feedback. Members welcomed this and were appreciative of

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	<p>this work.</p> <ul style="list-style-type: none"> Ms Aptaker would be attending the Secondary Headteacher Forum to discuss the possibility of extending the programme to secondary schools. <p><u>Open House</u></p> <ul style="list-style-type: none"> Ms Aptaker provided an update on the Open House tour. 490 people had attended a tour, and of those who had provided feedback, 100% said that they had enjoyed themselves. The team were now looking to run regular tours, and there were currently 108 people on the waiting list. 18 volunteers had been used, each of whom have said that they would like to return for further work. The Palace had also taken the opportunity to have a donation box, and £234 had been raised. <p><u>HLF bid – WW1 project</u></p> <ul style="list-style-type: none"> Melissa Tetley – Head of Learning and Community Programmes – outlined the details of the HLF bid. A grant of £59,400 had been allocated to the Palace’s project to commemorate the centenary of the First World War. Middlesex University were the project partners, and would be creating a short film and a media application which would work alongside the exhibition with support from the Hornsey Historical Society. Melissa also reported on the Volunteer Strategy and Policy. It was pointed out that most members were volunteers and came within the scope of the strategy. HLF funding would also help make the Transmitter Hall more fit for purpose. <p>RESOLVED to note the report.</p>
<p>APSC137</p>	<p>REPORT OF REGENERATION AND PROPERTY DIRECTOR</p> <p>Kerri Farnsworth – Director of Regeneration and Property – introduced the report as set out.</p> <p>NOTED:</p> <ul style="list-style-type: none"> The Park had retained Green Flag status for the 6th year running, and had been awarded a silver-gilt in the Large Park category for London in Bloom. The Section 106 project to improve the Park at the Campsbourne end was underway. <p><u>Little Dinosaurs</u></p> <ul style="list-style-type: none"> The application had been withdrawn. David Frith raised concerns at the way the application had been dealt with. His view was that the APP Board should give clear guidance on what would and wouldn’t be acceptable in advance of all planning applications which affected the Park. The Chair also made a plea that all future applications should follow

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guidance from the Board after inputs from the SAC/CC.

- Duncan Wilson responded that it would not be wise to end up with a situation where unreasonable delays would be caused to applications due to consultation with the SAC/CC/APPB. It would be more reasonable to advise applicants that they need to provide as much detail and information to the SAC/CC/APPB at the early stages so that advice can be provided to the Planning Authority without undue delay.

Capital Gardens

- Duncan Wilson introduced Tim McLeod-Rice (Capital Gardens) and Alun Jones (Dow Jones Architects Ltd).
- Alun Jones outlined the application. Capital Gardens were seeking to remove two existing stores within the site and replace with one timber-clad building, to be used as office accommodation for the garden centre. The existing boundary wall would remain intact, and the building would not be visible from the outside. The pre-planning advice from the Planning Authority was positive, but they had also advised that the applicant should seek advice from Alexandra Palace.
- The building would only be used by Capital Gardens, and the old office would be used as storage space.
- Members requested that the condition of the meadow at the entrance be improved – Tim McLeod-Rice agreed to report this back to his Managing Director.
- Members commented that the open meadow by the entrance, which had been a condition of the original lease should be improved – Tim McLeod-Rice agreed to report this back to his Managing Director.

Fabric Repair project

- The fabric repair project had now been completed.
- Interim repairs were in progress on the Theatre and the North Wall.
- Purcell had been appointed as Surveyor to the Fabric – the first task would be to develop a fabric maintenance plan to cover the next ten years.

HLF project

- Good progress had been made on the project. Discussions were taking place with a number of potential partner organisations, including the BBC.
- The Palace were in the process of recruiting a Fundraising Manager, who would have a key focus on identifying funding opportunities from trusts, foundations and major bodies. The response to the advertisement had been limited.
- There would be a special Alexandra Park and Palace Board meeting in November to confirm recommendation for the appointment of a design team.
- The Chairman commented that the procurement programme for staff and

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	<p>consultants shown in the report was understandably large and ambitious – he asked for clarity in this so that the Board and Committees could comment as appropriate.</p> <ul style="list-style-type: none"> • With regard to the update on the Regeneration Working Group, the Chairman welcomed the report with its revised governance structure – he noted the intention to establish a new ‘Project Board’ and asked that the work of this new board should be as open and transparent as possible. <p>Kerri Farnsworth and Duncan Wilson responded to questions from the Committee:</p> <ul style="list-style-type: none"> • The Council’s tender process had been followed in order to appoint Purcell. 8 companies had been invited to tender, and the tender submissions were evaluated by the Trust Members and Haringey Council staff. • Initial investigations had been carried out on the auditorium ceiling – conditions were as to be expected – structural repairs would be completed by the end of November 2013. • The main problem identified in the North Wall was cement render damage. • The building was not watertight everywhere – although the fabric maintenance plan would pick all of these issues up. • Match funding – the Chief Executive and Leader of the Council understood the significance of the match funding for the proposals at the Palace, and HLF were looking to hear that the money would be guaranteed. • After the interim works to the theatre, it was expected that the public would be able to access it under accompanied visits. However, until the ceiling was stable, it could not be used. <p>The Chair asked the Committee for their views and it was:</p> <p>RESOLVED</p> <ul style="list-style-type: none"> i) to note the report; and ii) to endorse the content of the proposals made by Capital Gardens.
APSC138	<p>NON-VOTING BOARD MEMBERS FEEDBACK</p> <p>None.</p>
APSC139	<p>ITEMS RAISED BY INTERESTED GROUPS</p> <p>None.</p>
APSC140	<p>ANY OTHER BUSINESS OR URGENT BUSINESS</p> <p>Gordon Hutchinson raised an issue with regards to posters at the entrances to the Park, and showed pictures of entrances with numerous and unattractive posters on display. Although it was accepted that people needed to be made aware of</p>

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	<p>events happening at the Park, Gordon stated that he did not think that the amount of posters gave a particularly good impression of the Park.</p> <p>Duncan Wilson undertook to ensure that all out of date posters were removed, and agreed that the Palace could look at the design, scale and location of future posters.</p>
APSC141	DATES OF FUTURE MEETINGS
	<p>NOTED the date of the next meeting – 28 January 2014.</p>

Colin Marr

Chair

Signed by the Chair

Date

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**MINUTES OF THE JOINT MEETING OF THE ALEXANDRA PARK & PALACE
STATUTORY ADVISORY COMMITTEE AND THE ALEXANDRA PALACE AND PARK
CONSULTATIVE COMMITTEE
TUESDAY, 28 JANUARY 2014**

PRESENT: * denotes absence

NOMINATED BY LOCAL RESIDENTS' ASSOCIATIONS

Advisory Committee Nominated Members of:

Alexandra Residents' Association	: Ms J. Hutchinson
Bounds Green and District Residents Association	: Mr K. Ranson
Muswell Hill and Fortis Green Association	: *Mr D. Heathcote
Palace Gates Residents' Association	: *Mr K. Stanfield
Palace View Residents Association	: Ms E. Richardson
The Rookfield Association	: Mr D. Frith
Warner Estate Residents' Association	: Mr D. Liebeck
1 Vacancy	

Advisory Committee Appointed Members:

Alexandra Ward	:	Councillor Beacham
Bounds Green Ward	:	Councillor Demirci
Fortis Green Ward	:	Councillor Newton
Hornsey Ward	:	*Councillor Gorrie
Muswell Hill Ward	:	*Councillor Jenks
Noel Park Ward	:	Councillor Gibson
Council-wide Member	:	*Councillor Griffith
Council-wide Member	:	*Councillor Dogus

Consultative Committee Nominated Members:

Alexandra Palace Amateur Ice Skating Club	*Mr M. Tarpey
Alexandra Palace Allotments Association	Ms E. Regan
Alexandra Palace Angling Association	*Mr K. Pestell
Alexandra Palace Organ Appeal	Mr R. Tucker
Alexandra Palace Television Group	*Mr J. Thompson
Alexandra Residents' Association	*Ms C. Hayter
Alexandra Palace Garden Centre	*Mr C. Campbell-Preston
Alexandra Park and Palace Conservation Area Advisory Committee	Mr C. Marr
Bounds Green and District Residents' Association	Mr K. Ranson
CUFOS	*Mr J. Smith
Friends of Alexandra Park	Mr G. Hutchinson
Friends of the Alexandra Palace Theatre	Mr N. Willmott
Hornsey Historical Society	Mr J. O'Callaghan
Muswell Hill and Fortis Green Association	*Ms D Feeney
Muswell Hill Metro Group	Mr J. Boshier
New River Action Group	Miss R. Macdonald
Palace View Residents' Association	*Ms V. Paley
Vitrine Ltd - The Lakeside Café	*Mr A. Yener
Warner Estate Residents' Association	Prof. R. Hudson

Consultative Committee Appointed Members:

Councillor Cooke
Councillor Christophides
*Councillor Egan

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CONSULTATIVE COMMITTEE
TUESDAY, 28 JANUARY 2014**

Councillor Hare
Councillor Scott
*Councillor Stewart
*Councillor Williams

Also attending

Duncan Wilson – Chief Executive – Alexandra Palace
Kerri Farnsworth – Director of Property and Regeneration – Alexandra Palace
Emma Dagnes – Commercial Director – Alexandra Palace
Melissa Tettey – Head of Learning and Community Programmes – Alexandra Palace
Isobel Aptaker – Learning Officer – Alexandra Palace
Felicity Parker – Clerk to the Committee (LB Haringey)

MINUTE NO.	SUBJECT/DECISION
APSC142	<p>WELCOME</p> <p>The Chair opened the meeting and welcomed all present.</p> <p>He invited Jacob O’Callaghan to say a few words in tribute to Mr Robert Hawes, a former member who had recently died. Jacob commented on Robert’s formative work in saving the studios and theatre, without which the current heritage programme would not have been possible.</p>
APSC143	<p>APOLOGIES FOR ABSENCE</p> <p>Apologies for absence were received from Denis Heathcote, Kevin Stanfield, Kevin Pestell, Caroline Hayter, Val Paley, John Thompson and Councillors Egan, Gorrie and Jenks.</p> <p>Apologies for lateness were received from Councillors Cooke and Demirci.</p> <p>Councillor Engert was in attendance as substitute for Councillor Jenks.</p>
APSC144	<p>DECLARATIONS OF INTEREST</p> <p>Councillor Hare declared an interest in that he was Chair of the Alexandra Park and Palace Allotments Society.</p>
APSC145	<p>MINUTES AND MATTERS ARISING</p> <p>RESOLVED that</p> <ul style="list-style-type: none"> i. The minutes of the Joint Statutory Advisory and Consultative Committees held on 10 October 2013 be approved. ii. The minutes of the Statutory Advisory Committee held on 10 October 2013

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	<p>be noted.</p> <p>iii. The draft minutes of the Alexandra Palace and Park Board held on 29 October 2013 and 19 November 2013 be noted.</p>
APSC146	<p>GOVERNANCE</p> <p>Duncan Wilson introduced the report as set out.</p> <p>NOTED:</p> <ul style="list-style-type: none"> It was intended that a full review of the Consultative Committee membership would be carried out before the first meeting of the 2014/15 municipal year. There were four organisations that would be unlikely to stay in membership: Ice Skating Club, Angling Association, Garden Centre and Lakeside Café, either because they were defunct, had withdrawn, or had simply not responded. The eligibility for one membership of one other organisation was currently under review. If any members knew of other organisations who met the membership criteria (which could include national bodies) and would like to be considered for membership of the Committee, they should contact the clerk. Duncan Wilson, Clifford Hart (Democratic Services Manager, LBH) had met with the Chairs of the SAC and CC in November 2013 to discuss governance issues – the purpose of the meeting was to make progress in formalising the joint committee. Further work would be needed which could involve consultation with the Charity Commission. Meanwhile, it had been agreed to remove ‘informal’ from the title of the joint meeting. Other changes might require legislation changes. Duncan Wilson advised that he would be commissioning legal advice on the options available in 2014 and this would be reported back in due course. Some SAC members expressed concern that the identity and authority of the SAC was being compromised. The Chair reassured members that the main objective of the November meeting, which had involved the Chair of the SAC, was to find a solution that retained the full statutory status of the SAC, and that he would have further discussions with Denis Heathcote about this. <p>RESOLVED to note the report.</p>
APSC147	<p>REPORT OF THE CHIEF EXECUTIVE</p> <p>Duncan Wilson introduced the report as set out.</p> <p>NOTED:</p> <p><u>Fireworks</u></p> <ul style="list-style-type: none"> The fireworks were a great success compared to previous years, where it would cost the Palace over £100k to run – this year a small profit was made, and this was due to the hard work of Emma Dagnes and her team. There were some concerns expressed: to do with the beer festival, parking,

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viewing areas, the herras fencing near Newland Road, VIP provision and the family funfair. These concerns would be taken into consideration when planning the event for this year.

- The team were looking at separate tickets for the beer festival. It was important that this was run at the same time, in order to make the event commercially viable.

Event sales

- There was a strong calendar of events for the coming few months.
- December saw the most successful darts event at the Palace, and this would be returning to the Palace again this year.
- It was unlikely that Red Bull would return again this year – usually they would not use the same venue two years running, so it was lucky that they had held two consecutive events. However, it was anticipated that they would return every four years.

Fundraising

- It was felt that a separate development committee was required in order to achieve the fundraising potential of the Palace and Park.
- Most charities had the same sort of committee.
- The Alexandra Palace and Park Board would be discussing this in more detail at the next meeting on 13 February 2014.

Parking

- The Council were currently on site collecting data. A further count would be taken in better weather, and conclusions / options would be available in Summer 2014, with a public consultation to follow.

Learning / Community update

- Huge progress had been made with the volunteering scheme. Over 150 applications had been received and volunteers were now being used.
- Details of the Palace tours were available on the website.
- Alexandra Palace was now part of the London Heritage voluntary management network, who were looking at the volunteer strategy. Once this had been reviewed, it would be shared with the Committees.

RESOLVED to note the report.

APSC148 REPORT OF THE REGENERATION AND PROPERTY DIRECTOR

Kerri Farnsworth introduced the report as set out.

NOTED:

- HLF had carried out their first formal review and were happy with the progress made so far.
- The Council match funding contribution would be considered by Full Council in February 2014.
- The design consultancy, Feilden Clegg Bradley, had been commissioned to produce the detailed design brief and work this into a detailed plan. This

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included the interpretation brief, which at one stage had been seen as a separate job.

- Purcell (surveyors to the fabric) were progressing work and a draft report would be available in 2-3 weeks.
- Work was continuing on interim repairs to the theatre and the north wall. The costs would be around £25k, following further damage after the recent bad weather.

Commercial development

- A meeting of the Alexandra Palace and Park Panel (an 'emergency panel' of the Alexandra Palace and Park Board) had been convened to appoint legal advisors to assist the trust in defining all options for commercial development partnerships. Possible options included development of a hotel and development of the Great Hall. The hotel development might require a 125 year lease as allowed for in the 1985 Act. Soft market testing had been carried out and indicated considerable operator interest in the hotel, and more limited developer interest in the hotel and events business. The process of appointing any partners would need to follow OJEU rules.
- Further consultations workshops would be held to look at the next phases of the work programme.
- Further information would be available at the next meeting in April.

Park Update

- Work had completed at the cricket club ground.
- The Section 106 funded project for improvements on the eastern boundary of the Park was viewed favourably and was expected to go to Planning. The Chair commented that it was unfortunate that the Trust was dependent on the vagaries of s106 funding for things that the Trust would want done anyway – he would have liked to have seen a more imaginative play area near the Campsbourne end, and asked that at some point for an opportunity to review the Park's funding and priorities.
- The Chief Executive said that it might be possible to commission a parks strategy as had been done for the palace.
- 345 Pre-School Nursery at The Grove - the Committees were asked to comment and agreed to endorse the plans to improve the grounds and extend the opening hours. Gordon Hutchinson informed the Committees that Friends of Alexandra Park were happy with the proposals.
- WW1 Park poppy commemoration – the Committees were asked to comment on the proposal for planting poppies in beds along the main road through the park. The Alexandra Palace Garden Centre had offered to donate seeds for planting. The first seeds would be planted in February. The proposal was welcomed.

Update on the Regeneration Working Group

- The report from the Chair of the RWG was noted. The Chair commented that if the purpose of the group was mainly to brief Haringey Council, then it should be known as a 'briefing group'

Forward programme for property and regeneration

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	<ul style="list-style-type: none"> • A consultation programme with stakeholders and the public was being planned over 2014 with the design team and full consultation with the sac/cc would be included. <p>RESOLVED:</p> <ul style="list-style-type: none"> i) To note the report ii) To endorse the planning proposals as set out by 345 Pre-School Nursery at The Grove.
APSC149	<p>NON-VOTING BOARD MEMBERS FEEDBACK</p> <p>Nigel Willmott wished to place on record a note of thanks to Julie Parker (Director of Corporate Resources, LBH), for her support to Alexandra Palace and Park during her time at the Council.</p>
APSC150	<p>ITEMS RAISED BY INTERESTED GROUPS</p> <p>Jacob O'Callaghan introduced his paper that had been sent to the Committees in advance of the meeting –</p> <p><u>Access to historic areas of the Palace, and future use of the building</u></p> <p>To ask the trustees if there has been any change in policy regarding</p> <ul style="list-style-type: none"> (a) whether tours of, and events held in, these areas are regarded (as in the past) as a not-for-profit activity, part of the charity's main function (free access to the public for education and recreation, while covering the expenses of such access), (b) or if they are now to be seen as a profit centre, to be organised solely by paid employees or commercial third parties (c) the involvement of the existing voluntary organisations in planning and execution of such events <p>and to initiate a public discussion on the implications of any new policy changes regarding use of the building as a whole, for the people of London who own it; their access and use of it, and for the future of the charity and the future role of the voluntary organisations within it.</p> <p>Jacob O'Callaghan added that it was important to remember that there was still a role for the groups in terms of the Palace, for example, tours of the Palace could be run in conjunction with the groups who support those particular areas. It was also important to strike a balance between profit making centres and parts where something needs to be given back to the community. In addition, he said there were large parts of the Palace, including the Great Hall where there were restrictions on their commercial use.</p> <p>Duncan Wilson responded to the item raised and said there had been no changes</p>

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	<p>in policy with regard to these items. This was confirmed by Councillor Cooke as chair of the board. Duncan Wilson made clear that any profits made by the Palace were retained for the Palace and the Park as the Trust was a 'not for profit organisation'. All charities worked in this way. The intention was to run the theatre as a business unit that also allowed for access by community groups. This was the basis of the HLF bid.</p> <p>Mr O'Callaghan acknowledged the reassurances that had been given.</p> <p>Nigel Willmott commented on the excellent work by Isobel Aptaker on the tours of the Palace which had so far taken place, and added that these tours did not put at risk the work of the 'friends' groups.</p>
APSC151	<p>ANY OTHER BUSINESS OR URGENT BUSINESS</p> <p>None.</p>
APSC152	<p>DATES OF FUTURE MEETINGS</p> <p>NOTED the date of the next meeting on 3 April 2014.</p>

Colin Marr

Chair

Signed by the Chair

Date

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Report Title: **Report of fundraising consultants**

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

1. Purpose

1.1 To inform the Board of the findings of the report and seek its views on the main recommendations

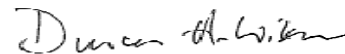
2. Recommendations

2.1 That APPCT consider launching a significant fundraising campaign using a small in-house team (recruiting one full time and one part time post) and some consultancy support during the development phase;

2.2 That we adopt the approach of challenging the private charitable sector of matching the Council's allocation of match funding to the HLF project, giving a new target over five years of about £7m from trusts and foundations, corporate donors and wealthy individuals;

2.3 That the Trust considers setting up a separate Development Board to take forward this work. This would reassure donors that their gifts were being allocated to additional and worthy projects and not just supporting the underlying deficit.

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



Contact Officer: **Duncan Wilson, Chief Executive, Alexandra Palace & Park, Alexandra Palace Way, Wood Green N22 7AY Tel No. 020 8365 4340**

3. Executive Summary

3.1 The report (attached at Appendix 1) assesses the fundraising potential of APP and sets out the arguments in relation to each of the key recommendations above.

3.2 The consultants appointed were competitively selected and have a good track record of working on arts and cultural projects

3.3 We therefore recommend that we take forward their main recommendations outlined above, in particular recruiting a fundraising manager (subject to budgetary approval) and then commissioning the appropriate "due diligence" checks on the feasibility of setting up a separate Development Board. The intention would be to bring a detailed proposal to the next Board meeting.

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 Background

- 6.1 The HLF project budget includes an allocation of £20k for fundraising development in Stage 1 of the project. This has covered most of the cost of this exercise, which has put the Trust in a much stronger position to take forward the project against an independently validated fundraising strategy.
- 6.2 The £7m target which “Wonderbird” suggest is much more ambitious than previous estimates of our potential, but indicates that we should be raising our sights. More detailed work once we have recruited a specialist fundraiser will give us more detailed reassurance and may result in a revised target, but in any case it seems fairly certain that there would be a strong positive return on fundraising investment for the Trust.
- 6.3 The relationship of the proposed Development Board to the main Board and the way we go about identifying suitable candidates will be an important consideration.

7.0 Legal Implications

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

8 Financial Implications

- 8.1 The Chief Finance Officer draws the Board’s attention to the fact that the funding from LB Haringey of circa £7m mentioned in the Appendix still has yet to be formally confirmed by Full Council. Furthermore any decisions in relation to the historic debt with the Council are member decisions to be made by Full council and are not a S151 responsibility.

9 Use of Appendices

- 9.1 Fundraising report by specialist consultants



Alexandra Palace: Reclaiming the People's Palace
Stage One Report – Campaign Feasibility

Alexandra Palace: Reclaiming the People's Palace Stage One Report – Campaign Feasibility

Alexandra Palace the peoples palace.

Alexandra Park and Palace
Alexandra Palace Way
London
N22 7AY



January 2014
Naomi Russell, Jessica Turtle,
Jane Storie, Naomi Davenport

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Appendix A – Inventory of spaces with recommended funding proposition

Appendix B – Target tracker tool

Appendix C – Campaign resource recommendations

Appendix D – Prospect mapping tool and example

Appendix E – List of individuals consulted in the compiling of this report

Section 1 - Overview and executive summary

1. Overview and executive summary

The recent securing of Round 1 support from the Heritage Lottery Fund for the restoration of the eastern end of Alexandra Palace marks the beginning of a journey that will be transformative for this iconic London landmark.

This pledge, coupled with Haringey's match-funding commitment, enables that journey to begin in earnest. It ensures financial underpinning to protect and restore the site's heritage asset and areas most at risk, creating the potential for philanthropic investment, which in turn will strengthen the commercial proposition and create a sustainable site that operates within a single identity.

The Heritage Lottery Fund support also allows genuine momentum to be brought to the restoration of Alexandra Palace. A private fundraising campaign – both in respect of the HLF specific project and for the long-term sustainability of all Alexandra Palace wishes to do in the future in fulfilling its founding mission – needs to keep pace.

The purpose of Wonderbird's report was to evaluate the potential for and create a high level fundraising strategy because of the trigger of the indicated HLF grant of £16.8m.

In respect of our brief we recommend the following:

- **Case for support:** Alexandra Park & Palace Charitable Trust (APPCT) has a very strong case. The iconic building and visibility coupled with a rich heritage and a place in people's hearts are strong motivators to create emotional connection with the site and its plans. Two further factors make this even more compelling: the indisputable need for restoration whereby potential donors can touch, feel and see how money can make a tangible difference and, the demonstrable success of the trading company and its growth in recent years, which provides strength on the financial sustainability side for the site as a whole.
- **Campaign term and private target:** We propose that a 4-5 year campaign is agreed, to start now. This should seek to raise a further £7.1m in funding against the HLF £16.8m and indicated Haringey match funding of £7m. This creates an overall campaign of £30.9m for the restoration of the eastern end.
- **Staged target and resourcing:** APPCT starts from a very low base of fundraising capability and networks. This means that the campaign target needs to be approached with realism. Both the campaign target, and associated resourcing, should be staged during the 4-5 year period.
- **Accountability and reporting lines:** We think that fundraising will best sit within the commercial director's portfolio, and reporting ultimately to the CEO. We propose the current post holder be the champion for this area within the organisation.
- **Dedicated staffing:** However, dedicated staffing for development and fundraising, supplemented by hands-on consultancy support, will be required to create the engine room and see results short, medium and long term. An internal working group of key staff, including the CEO, Director of Regeneration & Property, Head of Education and Learning, alongside the Commercial Director and PR

and development team, should meet regularly to review progress and ensure activity is co-ordinated and integrated properly.

- **Reporting and monitoring:** Tight mechanisms, to monitor progress, and ROI, to ensure goals are being met, are essential underpinning. We provide tools that we have created in the appendices to support this.
- **Wider advocacy and relationship planning:** The highest visible point on the site from any point is the BBC mast. The BBC should be a fully engaged stakeholder, committed and willing to state emphatically and in public settings that Alexandra Palace is culturally significant and therefore deserves support. The BBC is one of the most important of a wide range of public, private, philanthropic, community and commercial stakeholders, all of whom need clearly defined and consistent relationship plans in terms of communication and enlistment. We outline who we see these stakeholder groups as being on diagram 1.1. These target groups also inform the research and prospecting for potential donors that we have undertaken in outline form as part of this report.
- **Governance structure:** An additional governance structure to support fundraising should be put in place, namely a Development Trust (registered charity) with a board populated mainly by co-opted non-executives with strong networks for fundraising and advocacy. This should hold funds raised as designated for the restoration project. It will further ensure certainty to donors contributing gifts and major grants, whilst other issues, such as the cumulative debt, are resolved.

Fundraising (i.e. development), by its very

nature has a tendency to go to the very heart of the issues that an organisation needs to address to be better, stronger, more sustainable and more successful. Fundraising cannot exist in isolation. For a site like Alexandra Park & Palace, which because of the failed attempt at restoration in the 1990s has been in survival mode for a period of about 20 years, this is even more necessary.

In the last three years a new Chief Executive and a driven Commercial Director have evidenced what focus, strategy and ambition can start to deliver, specifically:

- **Heritage sector positioning** – Alexandra Park & Palace is beginning to be perceived as more important in terms of London wide and national heritage status.
- **Successful trading and commercial income generation** – In 2012 there was an operating contribution to the Trust of just over £1.2m from the trading arm.

These two crucial elements, speaking to the two sides of the organisation – charitable/community and commercial – place Alexandra Park & Palace in a much improved position to consider activating an ambitious campaign.

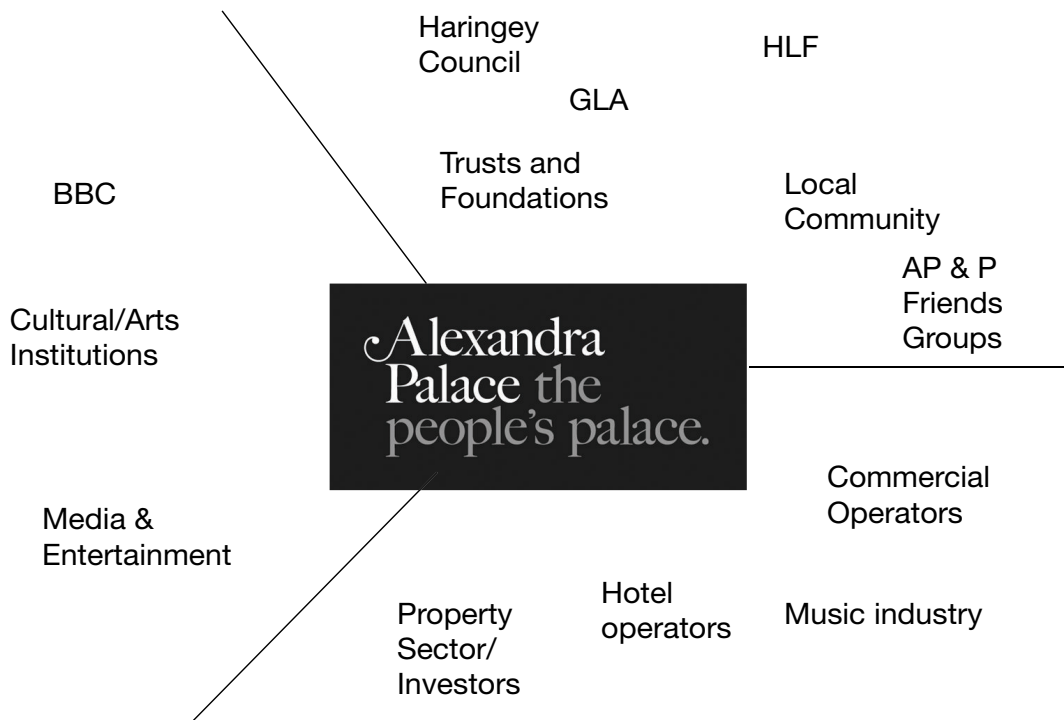
Alexandra Park & Palace is like a jigsaw that is just beginning to come together. When an organisation is at this stage it is easy to focus on the pieces rather than the whole. Now is the moment for this coherent strategy to be built to deliver not only the regeneration of the eastern end but also a thriving commercial proposition and a new London destination. For these reasons,

this report touches on other areas of the business where more detailed long term planning needs to happen and a real vision for the destination is created, and makes recommendations on what the APPCT

board and principal stakeholders such as Haringey Council need to do to ensure the campaign is enabled at every stage.

- main recommendations:**
- A 4-5 year campaign is agreed, to start now. This should seek to raise a further £7.1m in funding against the HLF £16.8m and indicated Haringey match funding of £7m. **This creates an overall campaign of £30.9m for the restoration of the eastern end.**
 - Dedicated staffing for development and fundraising, supplemented by hands-on consultancy support, will be required to create the engine room and see results short, medium and long term.
 - An additional governance structure to support fundraising, namely a Development Trust (registered charity) with a board populated mainly by co-opted non-executives with strong networks for fundraising and advocacy should be set up as soon as possible.

Diagram 1.1 Stakeholder groups for Alexandra Park & Palace



Section 2 - The case for Alexandra Palace: Reclaiming the 'People's Palace'

2. The case for Alexandra Palace: Reclaiming the ‘People’s Palace’

The following text forms the case for support for the regeneration of the eastern end. The case for support forms the core of the campaign messaging and should be used consistently in written and verbal form throughout. The case should be compelling, create a sense of urgency and should engage prospects with the campaign. Below is how we recommend the case can be expressed:

Alexandra Park & Palace, often referred to as Ally Pally, is a site with a rich heritage and a place in people’s hearts. Founded as a people’s palace, the pioneering spirit of the founders is as relevant today as it was in 1873.

No other site in London has such significance for the history of popular culture: this is the place where television began. The mission of Alexandra Palace was one that - like the BBC - aimed to entertain, inform and educate and the regenerated site will enable Ally Pally, once again, to finally fulfill these aims. Thousands of people have memories of Alexandra Palace: an unforgettable gig, the view of the capital from the park, the ice rink, the iconic building itself. These memories play an important part in London’s cultural history.

Alexandra Palace has launched a £30.9m campaign to reclaim this extraordinary Palace. The plans will transform the eastern end, making accessible to everyone the most historically significant – yet currently

derelict – parts of the building. The project will restore the former BBC studios and the Victorian Theatre, last used in the 1930s, along with the striking glazed East Court entrance hall that connects them.

The transformation of the Palace’s eastern end will unlock the potential for Alexandra Park & Palace to once again take its place at the heart of the UK’s living heritage. The restored spaces will tell the story of the development of popular entertainment from the music halls of the 1870s to the birth of television. This is a story that continues in the western end of the Palace today with live events enjoyed by tens of thousands of people.

This is a nationally significant £30.9m campaign. £28.9m of capital investment will not only restore the spaces but will also create a major new learning resource and cultural attraction in the Victorian Theatre, a unique interpretation and learning centre in the former BBC Studios and an eastern end which is restored to its original glory. The campaign therefore aims to create a £2m designated learning and community fund to ensure that, through the restored spaces, the founding principles of Alexandra Palace can be sustainably realised for the public and the local community.

This project will mean that the whole site thrives. The investment proposed

will unlock a dramatic and unique high quality destination for Londoners and the wider public. It will recreate a palace where heritage and the present co-exist, where there is so much to do that second, third and fourth visits are essential, where people can find out about the history that changed our contemporary culture forever. It will create a Palace that is truly for the people.

key message

Investment is needed now to safeguard the future of the Alexandra Palace. No other heritage building in the UK needs such a significant level of investment. 48% of the building is derelict or unused and the eastern end has been placed on the English Heritage 'at risk' register. This need has already been recognised through a £16.8m grant from the Heritage Lottery Fund and £7m of funding from the local authority, Haringey Council. We now need to raise a further £7.1m in private and public gifts to fully realise these plans.

Section 3 - Review and target setting

3. Review and target setting

Phase 1 2014 – 2017/18	Phase 2 2016 - 2021	Phase 3 2022 & beyond
Restoration of eastern end and heritage elements of site	Hotel and commercial investment	Further consolidation and investment in Alexandra Park & Palace as an exceptional and financially sustainable destination
£30.9m campaign	Value tbc	

This Heritage Lottery Fund focused regeneration project is the first step in a fully transformative period for Alexandra Park & Palace. In our view it is essential that this campaign is viewed as ‘Phase 1’ and that the ground is laid for significant investment once the eastern end is renewed and external and internal perceptions of Alexandra Park & Palace as a unified and clear entity begin to develop.

This approach to the campaign moves it from a ‘bricks and mortar’ strategy to one that begins a long-term transformation of Alexandra Park & Palace. It further enables a building in which new programmes, partnerships with cultural presenters and

a sustainable education programme can be undertaken. In our experience capital campaigns often do not incorporate robust strategies for the long-term sustainability of the organisation and an integrated approach from the beginning can mitigate this. This strengthens the Alexandra Park & Palace campaign in the market place with prospective donors and investors.

We recommend that the private giving target for Phase 1 is set as a £7.1m match against the HLF and Haringey investment already pledged. This breaks down as in table below. More detail on this is given in section 4 - Campaign Structure.

2014	2015	2016	2017
1m	2.5m	2.5m	1.1m
Cultivation Key Trust and Foundation gifts	Individuals (major gifts) Further major Trust and Foundation gifts	Corporate fundraising Individuals Events	Public campaign Final campaign event

main objective

The private giving target for Phase 1 to be set £7.1m in addition to the HLF and Haringey investment already pledged.

3.1 Achievability of Phase 1 - Campaign target

Vision and big ideas are what drive successful fundraising campaigns. The case outlined in section 2 paints a picture of the potential inherent in this campaign for Alexandra Park & Palace. In particular:

- The project is multi faceted and includes elements that will appeal to different donor pools. The stakeholder map contained in the Overview section demonstrates some key constituencies who could be cultivated for giving, principally: media and entertainment world, music industry, heritage and cultural sector philanthropists, along with those who have a local connection or interest.
- Giving a specific example, the BBC/ broadcast studios could very well engage a new set of high net worth individuals with heritage philanthropy - those who have built successful careers in media and made their fortune.
- The spaces show good potential for naming rights and the campaign can be segmented effectively. This requires careful relationship management with HLF in order to ensure naming rights are available.
- The physical need for investment in the building is acute – this also lends need, demonstrable urgency and tangible impact for the Alexandra Palace campaign.

However, right now, connectivity with

potential donors is low and a period of consistent, strategic and targeted communications with the Alexandra Park & Palace *sphere of influence* needs to start as a matter of urgency to provide the bedrock for a successful campaign. It is crucial to change *who* talks about Alexandra Park & Palace and influence *what* they say, so that you become a cause people want to be involved in. This doesn't happen by accident. It happens because an organisation purposefully and persistently engages identified groups and individuals in the long term.

We have assessed the different constituencies that could be targeted for the campaign, and in the case of institutional funders – chiefly trusts and foundations – assigned a potential target amount. This results in a prospect pool of £4.36m right now. Against a match fundraising target of £7.1m this is not enough.

This is to be expected from an organisation that has been operating on a tight budgets and which does not have a dedicated team to manage fundraising activity.

One could suggest that with the HLF and Haringey money 'enough' can be achieved. However, we maintain a recommendation to mount a campaign on a significant scale

headline objective

The importance of advocacy. It is crucial to change *who* talks about Alexandra Park & Palace and influence *what* they say, so that you become a cause people want to be involved in. This doesn't happen by accident. It happens because an organisation purposefully and persistently engages identified groups and individuals in the long term.

key recommendation

Alexandra Park & Palace needs to immediately start the process of continuous prospect development. You need a cash value of a ratio of 4:1 to be confident of meeting the private fundraising target.

to create a spectacular restoration, with the long-term goals central to this rationale. Using the opportunity of a campaign to build fundraising capacity and strength will financially underpin Alexandra Palace as an organisation and all it can achieve in the future.

It will mean starting with very focused approaches to trusts who can give grants of c.£500k each and once endorsement is created through these gifts, rolling out a wider campaign amongst individuals, corporates and the local community.

To prepare for this, Alexandra Park & Palace needs to immediately start the process of continuous prospect development. We recommend that you need a cash value of a ratio of 4:1 to be confident of meeting a financial target. We define 'prospects' (as opposed to 'suspects') as contacts (corporate, individual, foundation) who are a) capable of making a gift at the level proposed, b) have a connection via APPCT/ trading company or personal networks or history with Alexandra Palace (such connection may be established via a cultivation strategy) and c) have been assessed as having likely motivation to give to the campaign.

This means that in the first instance the cash value potential of the prospect list needs to be at least £21m, aiming to further develop

the prospect potentials to a cash value of £28m in value by the start of 2015 via a cultivation and networking strategy. We have started this process for you, but more work is needed to ensure a level of potential and network so that there is a plan B, C, D, E, F and more to unlock the cash required to deliver the project and retain Phase 1 donors whilst generating interest in the long term cohesive vision for the site.

However, for this to happen, some significant challenges need to be addressed to lay the ground for this strategy. We have addressed each challenge and made recommendations for mitigation in the section that follows.

3.2 Key risks and challenges

3.2.1 Resourcing

- In general terms, around 20% of a fundraising target must be invested to achieve success for early stage campaigns or fundraising departments just being established. We have noted that there is very limited provision for fundraising expenditure in the HLF application and we understand that overall resources are limited for APPCT. Even so, it's crucial to budget properly from the outset and not post-hoc. This budgetary item needs addressing.
- We have made some recommendations based on our experience of delivery of campaigns of a comparable size for the short, medium and long term resourcing

key recommendation

The industry norm is that 20% of a fundraising target must be invested to achieve success for early stage campaigns or fundraising departments just being established. This budgetary aspect needs to be addressed.

of the campaign in section 6. At this early stage of fundraising activity, we consider that APPCT should budget 12% of a private target of £7.1m to ensure you can fully resource the campaign. Progress against this level of expenditure needs to be monitored every step of the way to ensure ROI is being delivered short, medium and long term. Hard (e.g. financial achievements) and soft (e.g. relationships created and networks strengthened) targets and milestones need to be internally agreed in terms of what success looks like, with an emphasis on soft milestones in the early stages. This is outlined further in section 5 and Appendix D.

3.2.2 Governance and accumulated debt

- The most critical risk and one that must be mitigated immediately, is the existence of the accumulated debt that the Trust has accrued. This represents the biggest barrier to securing private support, in particular the early stage Trust and Foundation gifts, which will be key to ensuring the campaign kicks off with momentum and that confidence is built internally and externally. There are two steps to mitigating this:
 - Firstly, the local authority could write off this debt. It is historical and is unlikely to be repaid. If it continues to show on the balance sheet for the Trust, it will ensure that the organisation is unable to move forward. We understand that there is political will to achieve this, however, there are technical barriers relating to the Section 151 Officer's responsibilities.
 - Secondly, a decision is made to set up a separate charitable vehicle (Alexandra Park & Palace Development Trust) which would operate at arms length and which would enable fundraising to happen for the campaign in a way that would provide surety for donors that their gift will be dedicated for the purpose it is given or granted. The income routed through this vehicle would have a clear designation and purpose: the renewal and long-term sustainability of Alexandra Park & Palace. We would expect all funds given to such a vehicle to be either restricted or designated gifts. It requires a separate Board, with some cross over, which are active fundraising Trustees. We would recommend that Richard Hooper and Bob Kidby both sit on this Board as well as the main Board and that other members are co-opted, who have real strength in terms of networks, advocacy and fundraising. Matt Cooke and Rick Wills would also be valuable additions from the start, and already have a relationship with Alexandra Park & Palace.
- Prior to the development trust being set up we would recommend a working committee including current Board members identified above, to which new prospective members can be invited to join in time.

- If such a vehicle could be set up immediately, in the short term this would help mitigate the debt issue in terms of proceeding with the fundraising and opening up conversations mainly with major trusts and foundations for prospective gifts. This is also important, so as to establish what they would be looking for and when they would be prepared to accept an application – some trusts such as Garfield Weston Foundation are happy to come in at the start and stimulate giving from others, however, Fidelity UK Foundation prefers to make a grant toward the later stage of the campaign. Having the vehicle in active progress with an end date for establishment would significantly aid external funding conversations and help make them ‘real’.

3.2.3 Internal identity issues - Developing one brand

- Our research and interviews made clear that there is still some way to go before Alexandra Park & Palace is unified as one brand, one offer and one site.
- It is very clear that Duncan Wilson CEO, Kerri Farnsworth, Director of Regeneration and Property, Emma Dagnes, Commercial Director and Melissa Tettey, Head of Learning understand that the brand needs addressing. The work commissioned by Emma Dagnes, with Blue Rubicon, has begun to create a roadmap to achieve better unity.
- The whole purpose of the HLF focused investment and wider project for the eastern end is to restore the charitable and heritage elements of the site so that they have an equal status with the recent success of the commercial arm.
- In this way, it is our view that the next

stage for the brand work is to drill down on content/activation for each area of the Palace and Park across: charity, heritage, community, commercial (events, destination) and commercial (hotel, development). Approaching in a detailed, tangible way (even if at this stage some ideas are hypothetical or wish list) would make meaningful for staff how Alexandra Park & Palace will operate day-to-day and how competing demands can be reconciled so a consistent story about the destination you will create can be told. This is a complex jigsaw. However, it will really support the campaign story and detail, ready to activate for key donor audiences and submissions and indeed for negotiations with future commercial and development partners and Haringey Council.

3.2.4 External identity issues

- These internal challenges are reflected with the external identity of Alexandra Park & Palace. The offer is disparate and the public consultation work carried out so far, as well as Wonderbird’s desk based research, shows that there are differing views of - and engagement with – the site.
- The case and campaign should operate to draw all this together and paint a picture of a destination with cohesion across its heritage and contemporary activity, an exciting destination that people understand and want to be involved with in philanthropic terms.
- There is, however, so much potential for the destination, at the moment it’s unclear precisely what it will be. We are aware that Knight Frank have done some soft market testing, however, we consider there is detailed audience and demographic mapping

that needs to be done in terms of who Alexandra Park & Palace as a destination would attract, which demographics you want to attract, how these audiences would be marketed to and what this would result in, in terms of dwell time, per head potential spend and repeat visits. Again, this background work would support the case for the heritage campaign element and give it legitimacy as an investment and philanthropic offer.

3.2.5 Lack of existing prospect relationships

- The current prospect list shows limited potential for a private campaign target of £7.1m - £4.36m in total. All of these prospects are currently assigned a high-risk category and a potential yield of 0%. This means that they are at the moment very difficult to predict in terms of likelihood to give to the campaign. Work needs to be done to move the current potential donors from suspect to prospect status and build a more extensive list of prospects especially from the following sectors: media and entertainment, music industry, local wealth and individuals with local connections, heritage and cultural philanthropists and investors.
- Given that fundraising from private sources is a new area of work for the organisation, we recommend at least one year of strategised cultivation as well as a clear advocacy and relationship plan for each constituent group

in order to develop an understanding of donor motivation and likely engagement with the campaign and initial work must be done to develop the list in terms of quantity and quality.

3.2.6 Crystal Palace and other heritage campaign competitors

The £500m Crystal Palace development announced in October 2013 should be recognised, not as a direct competitor, but as relevant. It is possible that stakeholders draw correlations between the two projects due to a sense of North/South London symmetry and the public backing of the Mayor of London to the Crystal Palace project. However, the Crystal Palace development is of a very different nature to Alexandra Park & Palace, not least due to the fact that the CP development is being delivered on investment by a single commercial investor - the ZhongRong (International) Group. These projects are two very different propositions and we believe that – unlike the CP project – the Alexandra Park & Palace project has begun with the needs of the complex communities it serves at the core of the plans and has demonstrable local, community and cultural legitimacy.

Other heritage campaigns to note at this time include the Grade 1 listed Pitshanger Manor in Ealing and Headstone Manor in

key recommendation

Because fundraising from private sources is a new area of work for the organisation, we recommend at least one year focused more on cultivation of donors rather than asking for gifts. This will lay stronger ground for future giving.

Harrow. Each of these are much smaller campaigns, but could represent some competition with lower level Trust & Foundation gifts.

Section 4 - Campaign structure

4. Campaign structure

4.1 Overview

The Campaign Pyramid (4.4) shows how we would recommend this campaign should be delivered between 2014 and 2017 if the risks and challenges outlined above are addressed effectively and if the leadership recommendations are also followed. However, this pyramid is currently not backed up with relationships or resourcing.

Essential milestones for Year One (4.2) will be necessary to begin this trajectory effectively.

The Outline Critical Pathway (4.9) expands on this and begins to map out essential actions that must be taken in the first two years and also demonstrates the interdependency of separate elements of the campaign. For example; a new and arms length Trust vehicle will need to be set up before cornerstone Trust and Foundation applications can be submitted, ambassador recruitment must take place before cultivation events can begin and administrative and staffing structures must be in place as soon as possible in order to mitigate risk and enable effective fundraising.

The ability to juggle all of these strands, perceive their reliance upon each other and recognise the work that must be done right across the organisation to achieve cohesion

is the bedrock of successful campaign delivery.

4.2 Timeframe

The underwriting of £7m from Haringey is an important commitment, allowing the project to commence. Our recommendation is that an agreement is reached with the Local Authority, which enables the pledge to be presented as challenge funding in particular donor settings. We would recommend this is a communication tool principally for private settings and discussions.

This is all about communication and creating leverage and urgency amongst the donor community. It means that APPCT would be given permission by Haringey to describe the underwriting to donors as 'challenge funding' and imply that their gift is essentially leveraged further if it is committed, by as much as 100%, £ for £. Our experience is that this messaging incentivises donors. This is especially important in a campaign such as APPCT is embarking on as it can stimulate giving and be part of what generates momentum to the campaign – vital in the early stages and beyond. This is more about messaging that effectively leverages gifts than the actuality of the funding agreement and so a process of agreeing how to communicate this, including locked in wording, will need to be undertaken with Haringey Council.

key recommendation

The underwriting of £7m from Haringey allows the project to commence. We further recommend that an agreement is reached that enables the pledge to be spoken about so to leverage further giving in particular donor settings.

Our experience of delivering on challenge funding terms through previous relationships with the US based Kresge Foundation (who sadly ceased grant giving to UK projects three years ago) has shown us that donors respond well. This strategy would enable APPCT to use the Local Authority gift to leverage rather than diminish fundraising urgency and this will be a key factor in effective campaign communications. We also hope this would strengthen the relationship and dual-vesting in the future of the site between Haringey and Alexandra Park & Palace. Demonstrable commitment on the part of APPCT to develop financial strategies for future strength will provide backing for political decisions made in relation to governance structure, addressing the debt and explain the £7m underwriting investment being made to constituents and the wider public.

4.3 Gift level and fundraising mix

The fundraising mix here incorporates Trust & Foundation, individual and community giving in addition to the statutory funds pledged. At this stage, the pyramid is illustrative based upon our knowledge of the sector and relevant donors. This strategic structure will need to be further refined along

with the draft case for support in the first quarter of 2014 and, crucially, tested against the prospect list as you extend and build the evidence base against each prospect.

We have segmented the campaign by gift level and have set an ambitious upper level with two gifts of 1m. It is our experience, including when undertaking practical delivery on projects, that gifts at this level can take up to two years to secure. Therefore, given the starting position of APPCT in terms of fundraising from private sources and the relatively unanalysed and undeveloped prospect list, APPCT needs to factor in the possibility that it will take two years for leadership level milestones to be achieved. This needs to be seen in the context of investment that will be made in a team and cultivation activity during this period.

4.4 Naming rights, opportunities and levels

Naming rights are a tool often used in capital campaigns in particular to provide defined mechanisms for major donors and foundations to invest. In return for a major gift the donor can name a space.

We have conducted an inventory of the

2014	2015	2016	2017
£1m	£2.5m	£2.5m	£1m
Cultivation Key Trusts and Foundations	Individuals (major gifts) Further key Trusts and Foundations	Corporate Fundraising Events Individuals Individual gifts	Public campaign Final campaign event Final Trust and Foundation grants

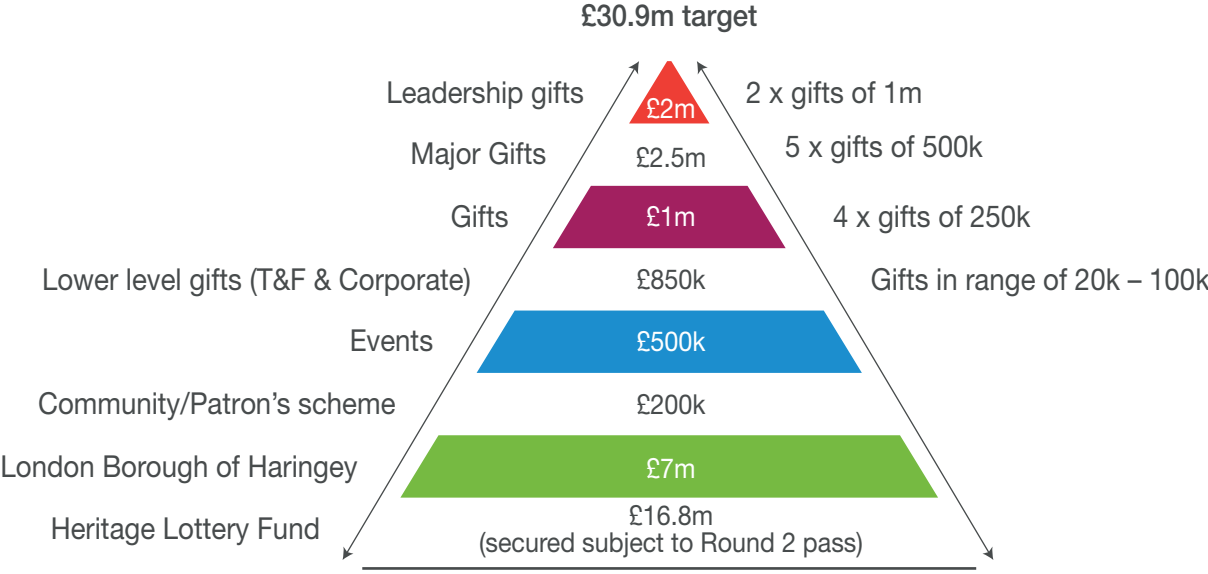
headline objective

Naming rights are a tool often used in capital campaigns in particular to provide defined mechanisms for major donors and foundations to invest. In return for a major gift the donor can name a space. A suite of naming rights are proposed for the APPCT campaign.

spaces and allocated a figure for each space or element (e.g. interpretation or infrastructure). This is an essential step when going to market with a capital campaign of this size. We recommend the following key elements; East Court £1m, Theatre, £1m, BBC Studio A, £500k BBC Studio B, £500k BBC Studio Archive and Education Room, £500k. A full inventory of all spaces is included in Appendix A. This has informed the structure of the campaign pyramid.

4.5 Staged targets

- 2014 £1m, via two major trust/foundation grants, each £500k.
- 2015 £2.5m via two further major trust/foundation grants, each £500k, one major gift from an individual of £1m and two Trust & Foundation gifts of each £250k.
- 2016 £2.5m via one major gift from an individual of £1m, smaller corporate gifts, further major trust & foundation grants and the initial campaign fundraising event.
- 2017 £1.1m This would be achieved through a public campaign, final campaign event and further Trust & Foundation gifts.



4.6 Year one (2014) milestones

We recommend (contingent on staff and/or consultancy resourcing being in place) that the essential milestones to be achieved in Year One to support staging should include:

- Further research and the collaborative building of a considered list of prospects, drawn from all networks and data held across the organisation, to include commercial, learning and the Friends' groups. This should include briefing notes for each prospect and a target tracker review system.
- Ensuring that an effective and risk free governance structure is in place.
- Identifying and locking in the relationships that will really make this transition happen – the BBC, high net worths and influencers from the Borough and surrounds, the right mix of celebrity and heritage influencers. An advocacy plan is an essential first step.
- Securing at least two gifts of £500k from key Trusts and Foundations to provide a cornerstone to the campaign and offer momentum and confidence. The trusts and foundations we consider should be targeted are: The Foyle Foundation, The Sainsbury Family Trusts, The Dr Mortimer & Theresa Sackler Foundation, Garfield Weston Foundation, The Wolfson Foundation.
- Creating an exciting and diverse calendar of cultivation events, showcasing the case for support and resulting in engaged prospects (i.e. no longer suspects). The building even

in its current state is a magical asset. If potential donors can be invited to the site they can see, touch, feel what their money can achieve. We would recommend rather than swanky dinners or receptions, events such as a series of torch lit tours on the site, led by a media or celebrity ambassador who could also tell the story of the history of the site and what Alexandra Park & Palace plans. Over the next 12 months these would be about building relationships and cultivating, so to get people more engaged, allow APPCT to find out more about potential donors and be ready for an ask.

- Setting up of stewardship processes: Developing an active relationship plan for each and every key prospect that also identifies how the team plans to initiate and continue conversations and speak to milestones achieved that take that prospect closer to unlocking a gift for APPCT. This must also include tight briefing for the CEO and other advocates (e.g. board members, Haringey CEO) every time a VIP or influencer visits the site.

4.7 Ambassadors

This campaign will require strong ambassadors, for both public-facing elements and also to aid in cultivation and engagement through events and campaign documentation. The geographic position of Alexandra Park & Palace and the strength of the BBC story will both play a key part

key recommendation

The campaign should create an exciting and diverse calendar of cultivation events. The building even in its current state is a magical asset. If potential donors can be invited to the site they can see, touch and feel what their money can achieve.

headline objective

This campaign will require strong ambassadors, for public-facing elements and to strengthen cultivation and engagement at events and in campaign literature.

in engaging ambassadors. Examples of potential ambassadors include; locals such as Peter Capaldi (as the new Doctor Who he would be an excellent public facing ambassador), Robert Peston, Damian Lewis & Helen McCrory, Roger Michell (film director, and his partner Anna Maxwell Martin), Juliet Stevenson, Neil Morrissey, Tristram Hunt (historian, lives in Tottenham, constituency is elsewhere), John Simm and James Macavoy and those with whom connectivity can be forged on the back of content or simply connections such as Tom Hooper, Nick Hytner, Lord (Tony) Hall.

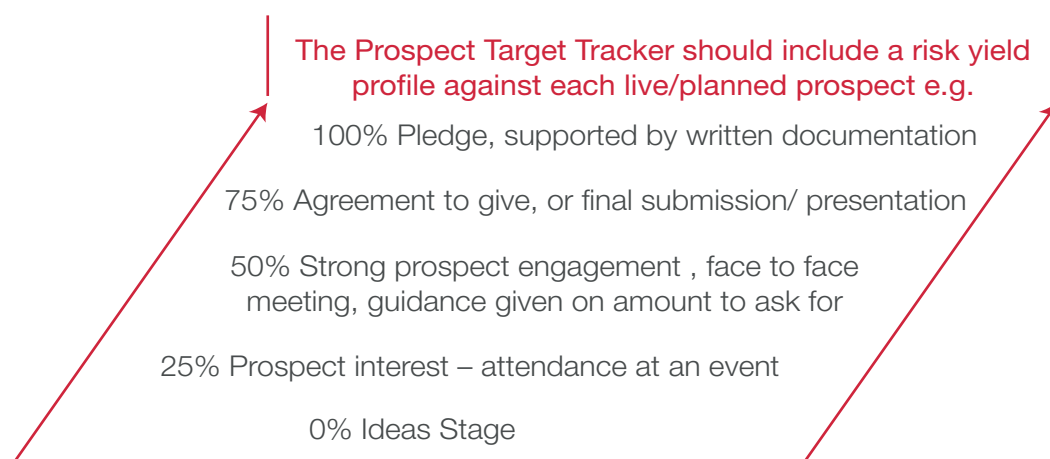
4.8 Tools, tracking and ROI

In the appendices we include a range of tools to track campaign progress, analyse evidence and build tactical approaches for donor cultivation and asks and measure ROI at each stage. These include:

- **Target Tracker** – A sample target tracker is included in Appendix B. The target tracker acts as a project management tool and a reporting tool for the Board and CEO. It allows those managing the project overall,

including financial risk, to see easily what is committed and what the assessment is of remaining potential at that time, on that day. The % assignment is about defining probability and likelihood to give, and means you can generate a yield assessment on the overall prospect value at any time. This allows you, once a campaign is advanced, to quickly see whether the 100% and 75% targets total at least the full amount you need to raise – if they do you are on track, if they don't, action needs to be taken. This campaign is not yet at a stage where a Target Tracker can be set up, but we would recommend that this tool is implemented, once the prospect analysis has been completed.

- **Prospect maps** – The example prospect maps enable a nuanced understanding of donor motivation, gift history and also map out the key people that can be cultivated prior to an approach. These maps can generate success when used with the Board and senior volunteers to underpin campaign strategy and actions and determine tactics especially when senior volunteers are involved in meetings and asks. A sample prospect map is included as Appendix C.



4.9 Outline critical pathway



Year	2014	2015	2016	2017	2018
Year Quarter Project milestones	Q1	Q2	Q3	Q4	Construction Phase begins
	Q1	Q2	Q3	Q4	Construction Phase begins
Governance, policies and protocols	Seek permission from Haringey re vehicle Agree new staff structure Fundraising Consultancy in place	Finalise case for support Recruit Development Manager and Development Coordinator for Trust Fundraising systems in place	Further review of brand and consideration of campaign brand (Blue Rubicon + agency)	Initiate planning for Phase 2 of regeneration Communicate success from T&Fs responses	Plans confirmed and announced for Phase 2 Communicate Phase 2 plans
Comms, Advocacy & Brand	Review of all data in house Creation of advocacy/relationship plan	Applications to key T&Fs	Responses from key T&Fs HLF Round 2 submitted Secure second tranche of challenge funding from Haringey	Next wave of T&F applications submitted Lower level prospecting and submission	Campaign wrap and major recognition event Invite donors to recognition event
Statutory/ Trusts and Foundations	Conversations with 5 key T&Fs	Review of all existing corporate relationships to assess prospect potential	Sponsorship secured incorporates campaign needs	Application to 5 more key T&Fs Lower level prospecting and submission	Lower level prospecting and submission
Corporations	Review of sponsorship activity in line with campaign aims	Recruit Ambassadors	Cultivation event: Torch lit tour	Responses from key T&Fs HLF Round 2 submitted Secure second tranche of challenge funding from Haringey	Begin cultivation for investment in Phase 2 Corporate sponsorship/partnership secured.
Individuals and Ambassadors	Identify ambassadors Further prospect analysis to be carried out across the organisation	Recruit Ambassadors Refine events strategy	Cultivation event: Torch lit tour	Secure initial Patrons: Target 10 at 5k	Invite donors to recognition event Invite donors to recognition event
	Initial cultivation event in Theatre space with screening of Wes Anderson film			Major fundraising event: Target 300k	Second fundraising event: Target 200k Final public campaign launched Target 100k
				2 x major donors cultivated to 'ask' point by year end	Second leadership gift of 1m secured from individual by year end Recruit 10 more Patrons

Section 5 - Leadership and resourcing

5. Leadership and resourcing

5.1 Leadership

The CEO Duncan Wilson is widely recognised as having strong leadership skills, a good network and experience leading successful heritage projects. His network is a real asset to the fundraising effort. This should be leveraged fully by constructing a campaign team that is able to support Duncan effectively in the delivery of the campaign. It is our opinion that it is better to begin a campaign with a blank canvas than with a development department that is not functioning effectively and therefore the current situation is an opportunity to build an exceptional team. This is likely to be best achieved in stages.

A structure whereby key individuals with relevant networks and expertise can be enlisted is necessary to spearhead the campaign in terms of legitimacy and PR.

5.2 Fundraising (development) staffing and team

5.2.1 Considerations

Firstly, recognition is needed that one role cannot possibly deliver the required step change alone. The skills required for a fundraising team for a campaign such as this include:

- Creative writing – bid writing and relationship building with Trusts and Foundations
- Relationship management – able to prospect and cultivate a wide range of philanthropic

relationships with individuals and trustees

- Commercial acumen – able to identify, secure and steward corporate partnerships.
- Maturity and diplomacy – able to navigate the organisational structure and culture of Alexandra Park & Palace in a way which delivers the campaign goals on time and on budget and unites the project.

Our professional view is that it is highly unlikely that these skills and abilities would be found in one person. In addition, a new member of staff would be unlikely to be able to achieve the final requirement – navigation across the organisation – in the timeframe needed.

It is also necessary to ensure that this new function within the organisation is fully championed and integrated to achieve results.

5.2.2 Typical campaign staffing configuration

The usual ideal configuration for a development function for a campaign of this scale would be:

- Development Director
- Development Manager – Individuals/major gifts
- Development Manager – Corporate and events
- Trusts and Foundations Officer
- Development Administrator/Researcher.

key recommendation

A structure whereby key individuals with relevant networks and expertise can be enlisted is necessary to spearhead the campaign in terms of legitimacy and PR.

key recommendation

APPCT should position the development function within the Commercial Director's portfolio (with the CEO taking ultimate responsibility for fundraising) and rename the role Commercial & Development Director.

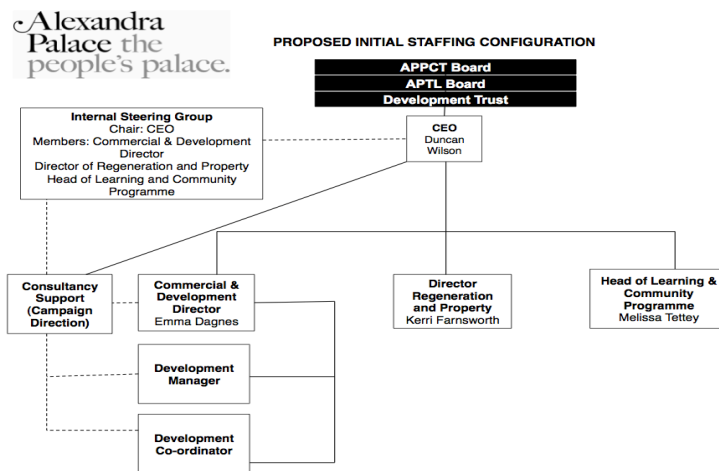
5.2.3 Staffing and team proposal

In our opening Overview and Executive Summary we recommended that fundraising must keep pace with the schedule proposed for the HLF element of restoration and investment in the site.

This means that a specialist, dedicated, attentive team is needed to build a professional and respected fundraising function for APPCT, covering philanthropy, institutional and corporate investment for the building proposals and for future activities, especially in the community, learning and cultural partnerships areas.

Recent recruitment challenges, and current resources, mean that to both make the first important investment steps in permanent team members, and create momentum and early successes we recommend APPCT:

- Position the function within the Commercial Director's portfolio (with the CEO taking ultimate responsibility for the development function) and rename her role Commercial & Development Director.
- Recruit two more junior internal team members in the form of a development manager and development co-ordinator. The first post could be part time (we recommend minimum 3 days a week).
- Supplement this team with experienced consultancy support, who are enlisted for an anticipated period of 24 months (2 years) and are effectively the campaign director for this period. Such consultants must represent APPCT as a member of the team in all external settings. Such a model has been used recently and successfully on campaigns including Aldeburgh Music, Rambert Dance Company and St Martin in the Fields (Wonderbird should declare that we were Campaign Directors on Rambert and



Jessica Turtle worked on St Martin's prior to her employment with Wonderbird).

This model would enable

- Internal engine room in place as soon as possible, and potentially as soon as April 2014 if recruitment activated immediately
- Contingent liability managed for the 'senior' appointment as it would not be an employee contract
- Expertise is readily available and momentum can be built more quickly
- In time, we hope that this would also mean you would find it easier to recruit a strong Head of Development (Fundraising). We recommend this is staged for the second half of 2015 – meaning a campaign and fundraising operation is established, however, there is still significant work for the post-holder to undertake and 'own' in respect of the campaign.

Outline of roles and responsibilities for new post-holders/consultancy:

- **Commercial & Development Director (enhancement of existing role):** The enhancement of this role incorporates line management responsibility for the development roles outlined below, with the strategic support of the consultancy and with ultimate responsibility and strategic direction lying with the CEO. The aim of this change is to champion fundraising across the organisation and ensure greater cohesion between the trading arm and Trust. We also believe there is strong prospect potential within the commercial portfolio and it is essential that this is unlocked. Emma Dagnes has a demonstrable excellent track

record in generating income through the trading arm and leading a team effectively to achieve positive change. She also has a clear commitment to Alexandra Park & Palace. However, she does not have experience in fundraising from private sources and therefore the following roles are also necessary.

- **Development Manager: 3 – 3.5 days per week from 2014.** This role would be an experienced Development Manager with solid Trust and Foundations relationships and the ability to build relationships across a broad spectrum of potential donors and advocates.
- **Development Coordinator: Full time from 2014.** This role would act as the 'engine room' and support delivery of the campaign, including financial administration, event co-ordination and research. This role would also take responsibility for the target tracker and for prompting prospect actions with senior volunteers and staff.
- **Consultancy Support:** We would recommend that APPCT appoint an interim consultancy to support this new structure at a strategic capacity in the initial crucial 24 months for the campaign. We would recommend that the tenders invite submissions for a 24-month period of regular support with quarterly review points. This element is essential to add strategic overview and provide the momentum that is required for a successful campaign. It would then serve to segway into the HoD permanent appointment.

External recruitment of a Head of Development – Full time from mid-2015/ 2016. This role would act as strategic lead from 2016 onwards, replacing the consultancy support once the campaign has gained momentum.

5.2.4 Rationale for the proposal

Emma Dagnes has delivered exceptional income generation and growth for Alexandra Park & Palace and is passionate about the organisation and the regeneration project. Emma has already gone some way to identify possible sponsorship and brand partnerships, which should be considered part of the fundraising mix. We would consider that appointing Emma as Commercial and Development Director would ensure that all corporate and venue activity is maximised. This would begin to unite the trading and trust areas and eliminate any perceived competition, ensuring that all relationships/ income activity is considered fairly and against the mission and vision of APPCT and the trading company. Emma would essentially become the champion for fundraising and development within Alexandra Park & Palace. However, specialist skills and experience will be essential to staff and resource this area.

It is important not to underestimate the amount of work required to run a strong development function and deliver success every step of the way.

5.3 Overall resourcing and recommended campaign budget

To note, the usual investment needed for a capital campaign is between 10% and 20%. We have used this as a guide to project our recommendations for the campaign team structure as well as other resourcing required and a full outline year-by-year campaign budget for the period 2014 – 2017 is attached as Appendix D.

The required projections come in at a total of £842,331, which is under 12% of the overall income target. This incorporates our rationale set out in terms of staffing, in section 5.2.3.

The budget outlines key expenditure items necessary for a successful campaign, including print, cultivation, website & comms, donor gifts/recognition & research costs. It is our experience that the expenditure budget must be robust from the outset and allow for comfortable delivery of an excellent campaign in order to achieve the results required.

Section 6 - Immediate actions

6. Immediate actions for the next 3 months

As the campaign outline shows, there is a very tight timeframe to achieve the goals needed to make Phase 1 possible. We recommend that the following actions be completed in the period from February to May 2014:

- Detailed prospecting to build a list that yields a potential of £20m for the campaign. This would focus on the constituencies outlined earlier in the report and would include internal and external research. i.e., data consolidation across the organisation, detailed mapping at Trustee and senior management level and wealth mapping for the Borough and surrounds.
- Immediate recruitment of junior roles.
- Consultancy resource put in place.
- Adjustment of Commercial Director role and job description to incorporate development championing.
- Integration of target tracking and monitoring mechanisms with finance, commercial and CEO.
- Dialogue with the top five Trusts outlined, with a view to submitting applications for gifts at the second level of the pyramid within the calendar year 2014.
- Agreement reached with Haringey to set up a development trust, and formal timetable for the process agreed that can be communicated in external settings (e.g. with prospective funders).
- Relationship plans created for:
 - The BBC
 - Haringey
 - The GLA
 - The HLF
- A long list of potential cultural partners created and prioritised with relationship plans put in place.
- Top 10 influencers and ambassadors identified and relationship plans create for these individuals.
- Establishment of trustee working committee to support development function. This group should be the precursor to the trustee group for the new development trust.
- Successful first cultivation and information event mounted on 2nd April 2014 in the Theatre.

Appendices

Appendix A – Inventory of spaces with recommended funding proposition

Space	Amount allocated £	Notes
BBC Studios		
BBC Studios Exterior (South Terrace)	250k	Ground level colonnade opened to the South Terrace, Activate and animate the South Terrace
BBC Studios – Studio A, Exhibition and Interpretation	500k	The early history of television visitor experience and access to archives relating to the same
BBC Studios – Studio B, Education and Interpretation	500k	Formal and informal learning activities
BBC Studios – Dedicated Archive/Education Room	500k	Includes digitized archives and historical objects. Workspace for sorting, cataloguing and digitising the collections.
BBC Studios - Interpretation	100k	
Theatre		
Theatre - Foyer and Bar	500k	Theatre interpretation, refurbishment of theatre foyer
Theatre – Supporting areas	500k	Includes 2 level WC, storage, back of stage, acoustic separation
Theatre – refurbishment of space	1m	‘As found’ aesthetic
Theatre – Infrastructure	500k	Includes acoustic panelling, ventilation and heating, level timber floor, lighting rigs, new orchestra pit.
East Court		
Revitalisation of glazed court space	1m	‘The threshold to the Palace’ Includes repair of architectural detailing, flooring and underfloor heating.
Interpretation of East Court	250k	Includes large scale models and graphic interpretation linking the Theatre and BBC studios and also explaining the wider history of APP
North Service Court	N/A	

Appendix B – Target tracker tool

This is a sample of the Target Tracker, a tool which we have used with clients many times to define milestones, manage campaign progress and chart both risk and achievement. The target tracker acts as a project management tool and a reporting tool for the Board. This campaign is not yet at a stage where a Target Tracker can be set up, but we would recommend that this tool is implemented, once the prospect analysis has been completed.

Target	€ 1,000,000	Proposal	Committed	Received	% of proposal committed	Total
		865,000	257,500	25,750	38.72%	342,500
Summary						
Sectors	Proposal	Committed	Received	Percentage of Proposal Committed	Estimated Yield	
Corporate sponsorship & giving	125,000	57,200	67,000	41%	57,200	
Individuals - Major Gifts	65,000	67,200	26,500	94%	331,250	
Individuals - Membership	80,000	60,000	0	75%	0	
Trusts & Foundations	200,000	0	0	0%	0	
Income - Other	0	0	0	0%	0	
Sub-totals	665,000	257,500	92,500	39%	342,500	
% of Target				25.75%		
Amount remaining to achieve 100% funding: € 742,500						
Proposals	Proposals	Committed	Received	Percentage of Proposal Committed	Submission Date	Status
Income - Individual Major Gifts	Proposals	Committed	Received	Percentage of Proposal Committed	Submission Date	Status
Corporate 1	5,000	2,000	2,000	40%		Outstanding
Corporate 2	5,000	2,000	2,000	40%		Outstanding
Corporate 3	5,000	2,000	2,000	40%		Outstanding
Corporate 4	5,000	2,000	2,000	40%		Outstanding
Corporate 5	5,000	2,000	2,000	40%		Outstanding
Corporate 6	5,000	2,000	2,000	40%		Outstanding
Corporate 7	5,000	2,000	2,000	40%		Outstanding
Corporate 8	5,000	2,000	2,000	40%		Outstanding
Corporate 9	5,000	2,000	2,000	40%		Outstanding
Corporate 10	5,000	2,000	2,000	40%		Outstanding
Corporate 11	5,000	2,000	2,000	40%		Outstanding
Corporate 12	5,000	2,000	2,000	40%		Outstanding
Corporate 13	5,000	2,000	2,000	40%		Outstanding
Corporate 14	5,000	2,000	2,000	40%		Outstanding
Corporate 15	5,000	2,000	2,000	40%		Outstanding
Income - Trust and Foundations	Proposals	Committed	Received	Percentage of Proposal Committed	Submission Date	Status
Trust 1	5,000	2,000	2,000	40%		Outstanding
Trust 2	5,000	2,000	2,000	40%		Outstanding
Trust 3	5,000	2,000	2,000	40%		Outstanding
Trust 4	5,000	2,000	2,000	40%		Outstanding
Trust 5	5,000	2,000	2,000	40%		Outstanding
Trust 6	5,000	2,000	2,000	40%		Outstanding
Trust 7	5,000	2,000	2,000	40%		Outstanding
Trust 8	5,000	2,000	2,000	40%		Outstanding
Trust 9	5,000	2,000	2,000	40%		Outstanding
Trust 10	5,000	2,000	2,000	40%		Outstanding
Trust 11	5,000	2,000	2,000	40%		Outstanding
Trust 12	5,000	2,000	2,000	40%		Outstanding
Trust 13	5,000	2,000	2,000	40%		Outstanding
Trust 14	5,000	2,000	2,000	40%		Outstanding
Trust 15	5,000	2,000	2,000	40%		Outstanding
Income - Other	Proposals	Committed	Received	Percentage of Proposal Committed	Submission Date	Status
Other 1	5,000	2,000	2,000	40%		Outstanding
Other 2	5,000	2,000	2,000	40%		Outstanding
Other 3	5,000	2,000	2,000	40%		Outstanding
Other 4	5,000	2,000	2,000	40%		Outstanding
Other 5	5,000	2,000	2,000	40%		Outstanding
Other 6	5,000	2,000	2,000	40%		Outstanding
Other 7	5,000	2,000	2,000	40%		Outstanding
Other 8	5,000	2,000	2,000	40%		Outstanding
Other 9	5,000	2,000	2,000	40%		Outstanding
Other 10	5,000	2,000	2,000	40%		Outstanding
Other 11	5,000	2,000	2,000	40%		Outstanding
Other 12	5,000	2,000	2,000	40%		Outstanding
Other 13	5,000	2,000	2,000	40%		Outstanding
Other 14	5,000	2,000	2,000	40%		Outstanding
Other 15	5,000	2,000	2,000	40%		Outstanding

Appendix C – Campaign resource recommendations

Campaign costs to be budgeted at 12% of overall target = c£887.036		2014	2015	2016	2017
c. £7.1 million to be raised against capital target					
Staffing & Consultancy Support (inc on costs for Staff)					
Includes as detailed in report:		136,500	152,560	152,560	104,390
Head of Development/Consultancy Support					
Development Manager					
Development Co-ordinator					
Recruitment and advertising costs		2,000	1,000	0	0
Staff training		200	200	200	200
Provision for workstations		2,000	0	0	0
Other campaign costs					
Print & Design		20,000	8,000	8,000	8,000
Interactive promotions and website		10,000	8,000	8,000	8,000
Campaign Committee costs		0	0	0	0
Hospitality, Cultivation and Campaign events		22,000	22,000	22,000	22,000
Travel		1,700	2,270	2,400	2,600
Research & Database		2,500	2,500	2,500	2,500
Campaign Launch & Other Follow Up 'Moments'		8,000	5,000	5,000	5,000
CGI Images for print materials		25,000	0	0	0
Donor gifts and limited editions		1,500	3,000	3,000	3,000
Gala/Auction/Major Fundraising Event		0	0	0	0
Contingency @ 5%		11,570	13,679	12,781	9,021
TOTAL		242,970	218,209	216,441	164,711
		0			842,331

Appendix D – Prospect mapping tool and example

This tool enables you to build a comprehensive picture of potential donors and also enables a greater understanding of donor motivation, gift history and networks. We recommend that maps are built for each key prospect and are used with Board and senior staff members to ascertain the most efficient and effective way to engage the prospects. The maps are also invaluable for informing research profiles, which are used as briefings for cultivation events, meetings and the preparation of applications. Please find below a sample demonstrating how this can be used.

Wonderbird Foundation - SAMPLE

<p style="text-align: center;">BOARD ←-----</p> <ul style="list-style-type: none">• Jane Smith, Chair of the Board – Jane has two children and lives in Surrey. She has been involved in the foundation for 5 years• Bob Brown, Board member – Bob joined the Board last year. His main interests are in theatre and film.	<p style="text-align: right;">-----→</p> <p>Characteristics & Motivation:</p> <ul style="list-style-type: none">• Family founded, supporting charities across UK for over 50 years.• Aim is to support organisations and activities that share a commitment to making positive impact to the lives of the communities in which they work, driven by a desire to achieve excellence.• Like to give to capital projects• Grants range from £25,000-£1,000,000 <p style="text-align: right;">-----→</p> <p>Previous/Current partnerships:</p> <ul style="list-style-type: none">• Theatre Kids Co. – the Wonderbird Foundation supported the Theatre Kids Co. in the building of their new community rehearsal space. This company aims to involve and engage children in theatre production processes and support early careers in theatre, both on stage and behind the scenes.
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Appendix E – List of individuals consulted in the compiling of this report

Name	Role	Relationship to APP
Cllr Matt Cooke	Trustee	Trustee
Cllr Claire Kober	Leader of the council	Advocate
Richard Hooper	Trustee	Trustee
Bob Kidby	Trustee	Trustee
Rick Wills	Trustee (commercial arm)	Trustee
Duncan Thomas	Partner Public Sector, Knight Frank	
Nick Walkley	CEO, Haringey Council	CEO, Haringey Council
Duncan Wilson	Chief Executive	Senior Management
Kerri Farnsworth	Director of Regeneration and Property	Senior Management
Emma Dagnes	Commercial Director	Senior Management
Jo Timmins	Consultant	Leading on brand/vision and values work with Blue Rubicon
Melissa Tettey	Head of Learning and Communities	Senior Management
Isobel Aptaker		Learning Team

Report Title: **Fireworks Proposal**

Report of: **Emma Dagnes, Commercial Director, APTL**

1. Purpose of the report is to present a review of the Fireworks 2013 and submit recommendations for the 2014 event for Board approval

2. Recommendations

- 2.1. The Board takes note of the review undertaken from 2013, the lessons learned and how they inform the revised approach for 2014
- 2.2. The Board notes that APTL will be the lead on the event and Slammin Events, who brought the event back in 2013, will have a production role working with Alexandra Palace suppliers
- 2.3. The Board notes that APTL has already discussed changes to the Premises Licence for this event with the licensing authority based on the Safety Advisory Group review meeting held on the 20th November 2013, and that they are aware that approval is being sort from the Alexandra Park and Palace Board for the 2014 event
- 2.4. The Board is asked to note that the body of information regarding the 2013 event has been presented to the SAC and CC prior to the APPCT meeting (28th January). The SAC and CCs views will be presented to the Board meeting.
- 2.5. That on the basis of the proposal in this paper as subject to agreement from the SAC/CC the Board agrees that the event shall go ahead in 2014.

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



Contact Officer: Emma Dagnes, Commercial Director, Alexandra Palace Trading Ltd, Alexandra Palace Way, Wood Green N22 7AY Tel No. 0208 365 4343

3. Executive Summary

- 3.1. After a four year absence the fireworks returned to Alexandra Palace in 2013.
- 3.2. The event produced a modest profit and delivered on a number of operational areas.
- 3.3. However customer service did not reach the standards that we expect and the body of this report outlines the significant improvements which will be made should the 2014 event gain approval.

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

5. Local Government (Access to Information) Act 1985

5.1. N/A

Introduction

After a four year absence the Fireworks returned to Alexandra Palace on Saturday 2nd November 2013. Reviving this event on a commercial basis was always going to present challenges given that attendance had previously been free. The Event Liaison team's primary concerns were crime and disorder and medical incidents. In both these areas the Fireworks were a success. No incidents required police deployment throughout the event and there were no reports of crime. Similarly the medical services reported a low number of incidents given the 28,000 people attending and there were no significant matters of concern.

However as detailed in the body of this report we did not deliver against the high standards that we set ourselves in the areas of customer service and experience. Three hundred complaints have been registered since the event, including negative feedback through social media and emails. The key areas in need of improvement include: ticketing systems both pre event and on the day, Park access, disabled access and viewpoints, the quality of the beer festival, and family entertainment including the fun fair.

Below is a summary of the areas which proved the most challenging during the 2013 event and the recommendations for improvement should the event take place in 2014.

Lessons learnt from 2013 and Recommendations for 2014

6. Proposed Entry Fee / Ticketing

- 6.1 Following extensive benchmarking a ticket pricing system was put in place which offered early booking discounts with the price rising as the event date drew closer. There was also free entry for children under 10 years old which the majority of other ticketed firework displays do not offer. Initially there were concerns that the public would not want to pay for tickets to an event that in the past had been free. However 27,000 tickets sold out prior to the event taking place and a contingency was left to accommodate the free under 10's.

Ticket Table Breakdown 2013

Ticket sales by category

Type of ticket	Number sold
Adult early bird	17,370
Child early bird	1,648
Adult standard	7,451
Child standard	440
VIP sales	500
Free Under 10's	1000
Total attendance	28,409

The volume of pre-event sales required an extensive marketing campaign to inform the public that no tickets would be available to purchase on the night. This campaign was a success and the number of individuals who turned up expecting to be able to buy a ticket was small.

With 27,000 tickets to process the promoters' ticketing system experienced some problems but the majority of those whose tickets were delayed did receive them before the event via the online system. Those who did not receive the online e-ticket (in the majority of cases this was due to junk mail settings) were refunded by the promoter.

The £5 per head ice skating tickets also sold out with 2000 people taking to the ice over four sessions throughout the afternoon.

The marketing for the whole event had consistently promoted the fireworks first and the beer festival second. However it became apparent as the event started that a high number of people had bought their tickets believing they were paying to attend the beer festival and that the fireworks were of secondary importance.

6.2 Improvement recommendations 2014 - Ticketing

- All tickets will be sold prior to the event and there will be strong communication stating that no tickets will be available to purchase on the gates.
- Ticketing will be run through Alexandra Palace's official ticketing partner SEE Tickets, reaching a data base of three million Londoners.
- Ticket prices will remain at the 2013 rate however there will be a mechanism for (free) ticketing of children under 10 years old which will give us better control of numbers.
- The early bird offer will still be in place but will run for a shorter time in comparison to 2013
- An optional additional ticketing system for the Beer Festival will be implemented. This ticket will also give access to the South Terrace.
- An optional additional ticketing system for the Ice Rink skating sessions will be available as per 2013.

Ticket Type	Face value (net of VAT)
Firework only: Adult early bird	£6.00 (£5.00)
Firework only: Child early bird	£4.00 (£3.33)
Firework only: Adult standard	£8.00 (£6.67)
Firework only: Child standard	£5.50 (£4.58)
Beer Festival only (over 18s)	£5.00 (£4.17)
Individual Ice Skating session	£5.00 (£4.17)

**there will be no on the gate sales*

**booking fee will be charged*

7. Park Access, Road Closures and Curfews

- 7.1 Although the event build presented challenges, including the set up surrounding the Grove, the majority of the site was ready on schedule according to the restrictions required in the event management plan.

Members of the public wishing to use the Park during the build were mainly understanding of the restrictions in place and continued to use the areas that were still accessible.

The road closures and curfews worked well however there are recommendations which have been made by the Safety Advisory Group for improvements should the event take place in 2014.

7.2 Improvement recommendations 2014 - Park Access, Road Closures and Curfews

- Ongoing discussions with the Safety Advisory Group
- Implement a hard closure rather than a soft closure earlier in the day
- Ensure Alexandra Palace Way is completely sterile when event doors open
- Increased engagement and consultation with tenants and local residents

8. Disabled parking and viewing areas

- 8.1 The majority of those who booked disabled parking received access to the viewing platform but a small number of disabled guests did not find the provisions satisfactory.

8.2 Improvement recommendations 2014 - Disabled parking

- Disabled parking and viewing areas are under review by the Safety Advisory Group and significant improvements will be made.

9. The German Beer and Food Festival

- 9.1 A high percentage of people arrived on site early believing that they had primarily paid for a ticket to enter the beer festival and not for a fireworks display. The bars prior to the fireworks did not cope with the level of demand and struggled to provide the customer service that we expect. However the content of the event received positive review from the customers. Following the fireworks the bars were able to manage the demand from a service perspective however the German Beer did run out an hour prior to the official closing time.

9.2 Improvement recommendations 2014 -The German Beer and Food Festival

The Bars will be managed by Alexandra Palace's current bar provider, who run all of our bars during live music events and are accustomed to serving large numbers in a short time.

- The event will be ticketed separately to avoid any confusion and to guarantee access to all ticket holders (see **6.2**)
- The West Hall, which was not available in 2013, will be used in conjunction with the Great Hall.
- Those attending the first session of the Beer Festival will also have access to the South Terrace alongside those with VIP tickets.

- By ensuring that the South Terrace is a ticketed area we can control numbers and encourage families with buggies to stand on the hard surface area known as the BBC Car Park thus avoiding congestion

10. Funfair and Family Zone

10.1 Both the funfair and family zone fell well below our normal standards. Families had been encouraged by our marketing to attend the event early however the provisions that were in place did not meet with the customer expectation.

10.2 Improvement recommendations 2013 - Funfair and Family Zone

- A stronger communication message explaining that although Alexandra Palace has indoor space the event is first and foremost an outdoor firework display and access to the Palace is for Beer Festival and VIP ticket holders only.
- Encourage families to prepare for being outdoors for a number of hours (should they wish to arrive early).
- Allow re-admittance to the Park for people who attend the site early but limit access to two gates; east and west.
- Increase and improve the provision of attractions within the available budget.

11. Ice Rink

11.1 The Ice Rink proved a great success and although there will be small operational improvements made for 2014, the format worked well and we would intend to run this part of the event again in the same way this year.

12. Fireworks Budget

12.1 The costs are based on increases to the infrastructure provision following the debrief meeting of the Safety Advisory Group. The tickets sales and income are based on conservative projections using 2013 as a benchmark. The event is budgeted to make a 15% margin on expenditure which is sufficient to cover Trust overheads.

There is an expectation that attendance may exceed last year's sales and spend per head will be higher given the redesign of both the beer festival and site orientation.

13. Recommendations

13.1 It is the recommendation of this report that the Alexandra Park and Palace Charitable Trust Board approve the proposals made within the body of this report, based on the lessons learnt from the 2013 event both operationally and commercially a successful event will be delivered.

14. Legal Advice

14.1 The advice of Bates Wells Braithwaite, APPCT Lawyers in connection with right to close the Park is:-

- That it is permissible under the 1985 Act to close almost the whole of the Park for the firework display except those parts already licensed or let to third parties. The terms of the Act allow us to close "any part of the palace and park for not more than fourteen

days in any one year". The proposal is for closure of less than 24 hours and excludes areas such as the Grove;

- We must follow the public notice and advertisement requirements of the 1900 and 1985 Acts (requiring public notices to be displayed at the principal entrances at least two weeks in advance and advertisements to be placed in a London daily newspaper in each of two successive weeks) and consult the Statutory Advisory Committee (which we have done – their advice will be circulated with the minutes of their meeting on 18 June, and the draft minutes of the relevant discussion are attached below);

15. Legal Implications

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

16. Financial Implications

- 16.1 The Council's Chief Finance officer notes the change in approach proposed for the 14/15 Firework event. There are advantages for the Trust in becoming the lead organisation as set out in the report however, it is even more important that the Board are assured that sufficient insurance is in place and that they are aware that any trading shortfall remains with the Trust and not with the event promoter. Based on the 12/13 event performance and the actions taken to improve H&S and planning, it is hoped that both risks will be low.

17. Use of Appendices/Tables

- 17.1 NA

Alexandra
Palace the
people's palace.

Agenda item:

Alexandra Park and Palace Board

13 February 2014

Report Title: **Chief Executive's report**

Report of: **Duncan Wilson, CE, Alexandra Palace Charitable Trust**

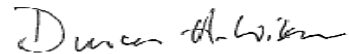
1. Purpose

1.1 To inform the Board of progress in a number of areas at AP and request approval of detailed policies on use of the theatre and confirm our position on charging community groups and other charities and for guided tours

2. Recommendations

2.1 That the Board approve the use of the theatre for occasional commercial and charitable events and confirms our policy on charging policies

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



Contact Officer: **Name, Title, Alexandra Palace & Park,
Alexandra Palace Way, Wood Green N22 7AY Tel No. 020 8365**

3. Executive Summary

3.1

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 Theatre events run by the Trading Company

- 6.1 Currently the Trading Company operates under a formal licence from the Trust to run events at the Palace in return for an annual licence fee payable to the Trust. This licence does not cover the theatre. However rather than amend the licence now it is suggested that the Trust approves individual commercial and private hire event proposals from the Trading company in the theatre on their merits for the next year or so. There is any case an upper limit of ten public events in a year which can obtain a statutory event licence from the Borough under the Temporary Event Notice procedure. All profits from events would continue to flow to the Trust.

The theatre auditorium has now been certified as safe for public events by an independent engineer following the consolidation and strengthening of the ceiling carried out last year.

We have been following the procedure of licensing the Trading Company to operate public events in the Park on their individual merits case by case for the last two years, and this has worked well.

- 6.2 **Trustees are asked to confirm this working arrangement pending whole scale review of the Trading Company license from the Trust which we will need to undertake before completion of the HLF project.**

7.0 Theatre profile-raising event

- 7.1 The purpose of this event is to start engaging with external stakeholders and raise their awareness of the HLF funded regeneration programme - specifically what will be happening in the Theatre. The event will bring together a diverse group of stakeholders including people from the: press, cultural sector, public sector, heritage sector, friend groups and local celebrities (mainly those that were linked to the project in the past). The estimated 100 attendees will be invited to listen to a number of speeches including a keynote speech from a sector leader who will discuss the history of the theatre at Alexandra Palace. Guests will also be given the opportunity to use the new theatre App which will also be launched at the event.

The proposed date for the event is 2 April 2014. Subject to Trustee agreement save the date invitations will be designed and distributed in the next month.

8.0 Charging policy for charities and community groups

- 8.1 We have been operating a policy of allowing discounted use of AP facilities to charities and community groups, to encourage wider use and ownership. As a general rule we do not allow free use to anyone except the specific Friends groups set up to support the use of Alexandra Palace (Friends of the Theatre, Park, APTV Groups and Societies, Organ Appeal). We have been trying to encourage use of the Transmitter Hall by such groups rather than the more commercial spaces at the west end of the Palace, where the opportunity cost would be higher. The fully discounted rate comprises cost recovery on security and cleaning of the Transmitter Hall only, although we assess the possibility of charging a small per capita hire fee in addition on a case by case basis.
- 8.2 We have developed a special menu for coffees teas and food again on a low budget basis but which ensures cost recovery by the Trust/Trading Company. We

do not as a rule allow self-catering due to the risks attached to preparation and service of food and hot drinks.

- 8.3 The special rate for the Transmitter Hall is offered to groups that have a registered charity number, are local to Haringey and/or work with groups we have identified from our target audience, ie:

Low income families, including single parents;
- Black, Asian and Minority Ethnic families and adults;
- Low income adults with an additional focus on 55+ years;
- Young people
- NEETS (Not in employment, education or training); and
- ESOL (English speakers of other languages).

- 8.4 We have also set up a scale of charges for guided tours, for which there has been heavy demand, at £5/person, and for education workshops led by our Learning Officer, at £30/session for Haringey primary schools and £40 for primary schools outside the Borough. This matches the charges levied by other LBH institutions such as Bruce Castle.

Trustees are asked to confirm that they consider this policy to be appropriate, on a cost-recovery basis, and that use of the Transmitter Hall by relevant charities and community groups should be priced this way

9.0 Learning and Community Update

9.1 **History Tours (24th and 25th January)**

Following from a successful Open House in September we are offering guided tours of the Palace on Friday, 24th and Saturday 25th January. The group size has been reduced to 20 per tour with 480 tickets available over the two days. An email was sent to people on the September waiting list followed by an e-shot to all those on our general database. As of the 9th January all tickets have been sold, a new waiting list has been created and we currently have 173 people on the waiting list.

The level of interest in the tours of the Palace demonstrates a business case to run regular tours of the Palace. We are looking at the feasibility of running tours of the Palace for the general public four times a year (including Open House in September) at £7 per person (£5 concession).

9.2 **Alexandra Palace: War on the Home Front**

Listed building consent to remove the cage around the entrance to the Transmitter Hall and extend the ramp was granted on 16th January 2014. To comply with HLF funding requirements 3 independent quotes were received for the work, the most cost effective contractor has now been appointed and work is scheduled to start on Tuesday 4th February. The work is expected to take between 4-6 weeks; all meetings in the Transmitter Hall have been moved to other rooms in the Palace until the end of March to ensure the work is completed.

Informal meetings were held during the first two weeks of January with the shortlisted candidates for the volunteer researcher position. Initially the Trust were looking to recruit a team of 3 volunteers however this grew to 6 due to the high level of experience of many of the candidates and their interest in assisting with the delivery of the temporary exhibition in September. An initial meeting and briefing for the volunteer team has been organised for Thursday, 30th January and the exhibition research will commence the first week of February.

9.3 **Volunteers**

Our Volunteer database currently includes 113 volunteers. It is anticipated that there will be roles for 15 volunteers in all at this stage of the project. The proposed volunteer roles include assisting with the learning programme, leading guided tours, cataloguing the 1980's plans, and administration and coordination support.

9.4 **Learning Programme**

From the start of the academic year in September 2013 we have welcomed:-

Alexandra Primary School – 28 year 4 pupils

Tiverton Primary School – 60 year 6 pupils

Highgate Wood School – 11 key stage 4 pupils with special educational needs

To promote our three learning programmes we held an afternoon tea event on Monday, 9th December for local primary schools. The e-invite was sent out to all 63 primary schools by the Haringey Schools Advisor. Teachers from 13 primary schools attended the event and a number of bookings have been taken for workshops in 2014. To engage with schools who did not attend the event the Learning Officer will be arranging meetings with Heads at 19 target schools (those close to the Palace and from around the Borough) to promote learning opportunities at Alexandra Palace.

10.0 **APPCT/LBH debt write off update**

10.1 Trustees will recall, that the Trust submitted in May 2013 a formal proposal for the debt owed to LBH in respect of past revenue deficits (stretching back to 1988) to be written off as practically irrecoverable, allowing the Trust to write it out of our accounts restoring the strength to our balance sheet. Currently the debt stands at £47.6m million which gives us a net liability of about the same amount.

10.2 LBH officers carried out some due diligence work on the feasibility of this proposal, for which there was a degree of "in principle" support, towards the end of 2013. Related options are being evaluated, without ruling out the possibility that a proposal may still be put to the full Council to write off all the debt. These options include redefining financial support for the Trust as grant rather than debt, against an annual Service Agreement. This would constitute a more transparent and easier to understand relationship. Other possibilities include writing off part of the debt as an initial step, and /or clarifying in writing the terms under which repayment would be made.

10.3 It would clearly be advantageous that steps to deal with the issue were taken before the market testing programme begins in earnest in July 2014. This would help reassure the Heritage Lottery Fund too, although the timing is less tight, and we trust they will be encouraged by news of the match funding provisionally allocated by LBH.

Trustees are invited to note the position.

11.0 **Car park study**

11.1 Trustees are invited to note that the work on evaluation and analysis of demand for car parking at APP has now begun, but that a report is not expected until May/June to allow for seasonal variations to be measured and taken into account.

11 Legal Implications

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

12 Financial Implications

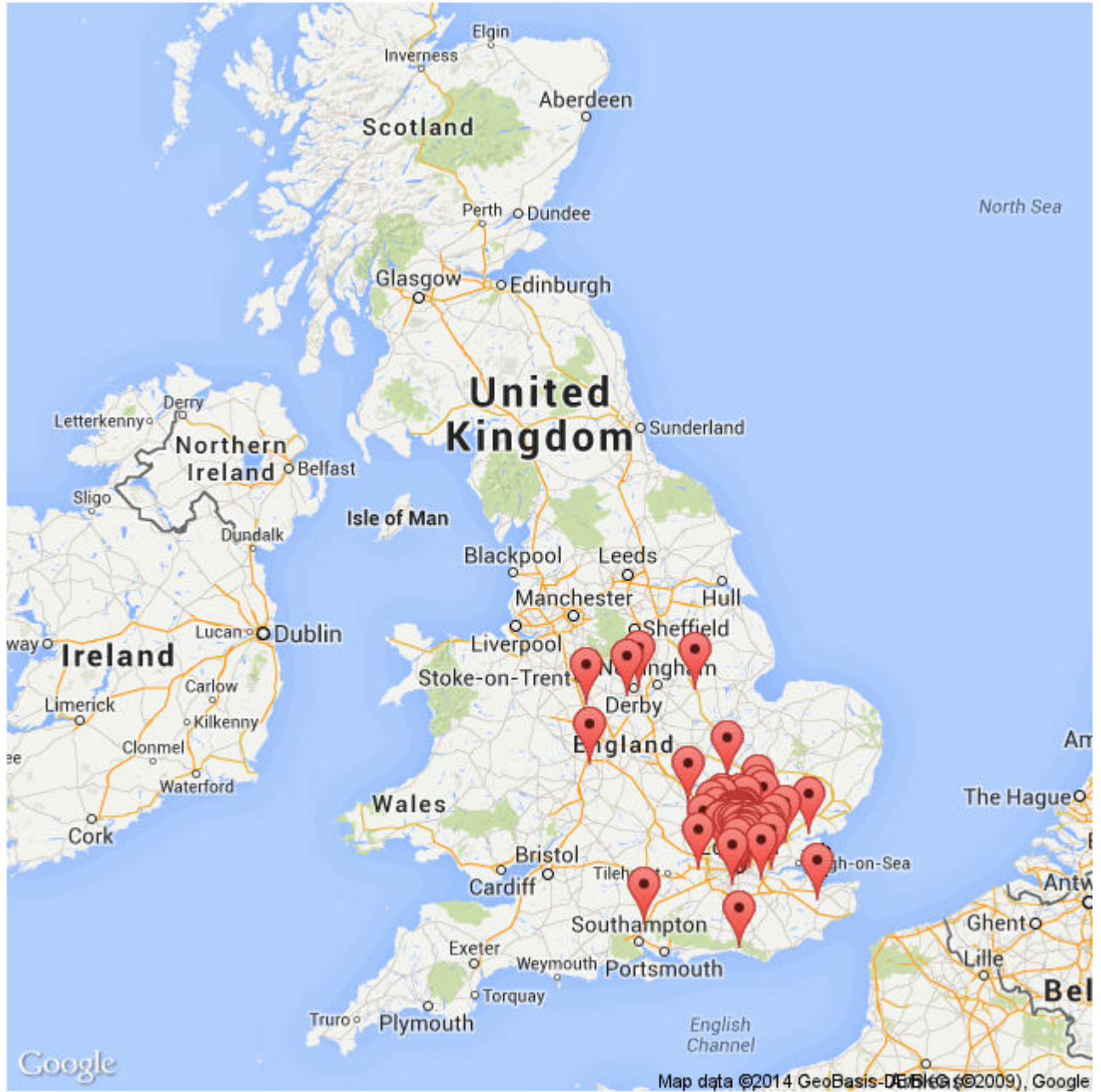
- 12.1 The Council's Chief Financial Officer confirms that at the present time no further decisions have been made by the Council concerning the historic debt with the Trust. The recently commissioned report sets out some options and follow up actions. It is likely that formal decisions will be made during summer 2014.

- 12.2 There are no further comments to add..

13 Use of Appendices

- 13.1 History Tours Demographic

13.1 History Tours Demographic



Report Title: **Report of Commercial Director APTL**

Report of: **Emma Dagnes, Commercial Director, APTL**

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

- Commercial activity update
- The events calendar

2. Recommendations

2.1. That the Board notes the contents of the report and gives its views where appropriate.

Report Authorised by: **Duncan Wilson, Chief Executive, APPCT & APTL**



Contact Officer: Emma Dagnes, Commercial Director, Alexandra Palace Trading Ltd, Alexandra Palace Way, Wood Green N22 7AY Tel No. 0208 365 4343

3. Executive Summary

- 3.1. This report highlights the activity taking place across the commercial areas of the trading company including the Ice Rink, Events Halls and Catering including Bar & Kitchen.
- 3.2. The report gives and updates on the strategic commercial projects currently in development
- 3.3. The report outlines the up and coming events schedule

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. Event Sales Highlights October 2013 - January 2014

6.1 Exhibitions and Shows

With an estimated 8.000 visitors per day, the *Knitting and Stitching* show continued to attract considerable footfall. As the exhibition continues to grow year on year the Sales team are discussing options for further growth across the site with the organiser. This issue will remain a challenge until an appropriate and profitable solution is found for both parties however this show has been already been contracted for 2014 and 2015.

In October Alexandra Palace welcomed back *AMMA*. The Health and Safety Manager worked closely with the *AMMA* organisers in order to deliver a safe and compliant event whilst retaining the unique charm and purpose of this show.

Model Engineering returned running alongside the Masters Snooker. The event attracted significant footfall and spend per head was up in comparison to previous years. This was the last year of the current contract and the Sales team are now in negotiations with the organisers regarding future years.

6.2 Live Music

2013 was the busiest year to date for live music. Last October we held the phenomenally successful *Above and Beyond*. The client, band and tour management were pleased with the concert, which also recorded the lowest number of noise complaints for a late night finish; two (with one made during the sound check). No mobile phone thefts were reported but a number of phones were handed into lost property.

In November *Alice in Chains* and *The National* were both successful events but attracted lower footfall than expected against ticket sales. *The National* played two nights' mid-week and, given the older fan base, there may have been mitigating circumstances as to why a high percentage of people failed to turn up.

Later in the month *The Vans Warped Tour* saw 70 bands perform across multiple stages over two days. The festival was a success with regards to footfall, customer experience and client satisfaction. However one notable incident which received some press attention was the jump made by George Watsky from the rigging into the crowd. This action could not have been foreseen by the Events team and all were quick to react in a professional and safe manner. George Watsky made a public apology on social media and took responsibility for his actions.

The Lumineers were the final band to play in 2013 and recorded the highest attendance rate since JayZ performed in 2009. The majority of the audience attending had never been to Alexandra Palace before and the comments through social media and on the night to staff were overwhelmingly positive.

6.3 Live Sport

Over the last 6 weeks Alexandra Palace has hosted 3 incredible sports events; The Professional Darts Championship, The World Championship of Ping Pong, and the Masters Snooker.

The Darts was a popular sell out over the Christmas period and we welcomed around 44,000 visitors to the site throughout the event. Early indications suggest that this was the most successful darts event yet and the Sales team are currently putting together a proposal for expansion next year.

Ping Pong Championships took place in the break between the Darts and Masters Snooker, the event attract 1,500 people. There is a concern that due to the timing of the Ping Pong schedule next year this event may not be able to return in the slot the venue has available. The Sales team is working hard accommodate the date requests if at all possible.

Masters Snooker experienced a 20% increase on ticket sales in comparison to previous years' and the final was watched live on the BBC by 3.3million people. The event continues thrive and the fans have taken to thinking of Alexandra Palace as the home of Masters Snooker.

6.4 Future Events

The remainder of this financial year looks strong with *A Day To Remember* and *Foals* (2nd night just announced following a 1st night sell out) performing in February, and *Bastille* and *Disclosure* are set to conclude the year in March. The Sales team are now focussing on opening negotiations for 2014/15 with the following events already confirmed; *You Me At Six*, *Summer in the City*, and *Fat Freddy's Drop*, with more to be announced.

The Sales strategy going forward is to take a more aggressive approach by targeting tour management and in particular those that sell out Brixton Academy. We want to ensure that clients see Alexandra Palace as their next step venue rather than Wembley Arena. Initiatives will include increasing the number of networking events attended by the Head of Sales, sending 'gifts' to tour management when they sell out other venues, and developing relationships with new promoters.

In addition to the music line up, a number of exhibitions and shows are returning in 2014 including the RYA Suzuki Dinghy Show, Antiques and the London Festival of Modelling. However we are pleased to announce new events such as The Southern Homes Show, Primary Care Nursing Expo and the Edible Garden Show.

We are also adding another sporting event to the calendar with Queensbury Boxing confirmed for March.

7. Catering

- 7.1 The catering team faced challenges in the latter part of 2013 particular the Beer Festival at the Fireworks which proved to be a victim of its own popularity. Unacceptable queues and most significantly German beer running out at 10pm meant that a number of changes will need to be made in 2014. Further recommendations and analyses are outlined in the Fireworks Proposal.
- 7.2 The Bar & Kitchen continues to implement incremental improvements which include changes to the interior design and new serving presentations. The kitchen has recently been

modestly refurbished to ensure we are compliant with Health and Safety legislation and food hygiene standards.

- 7.3 The Beach area will undergo a small redesign to include the removal of the wooden planter and some resurfacing. Advice has been sought from the local conservation officer in regards to the permissions required for these works. A tender will be undertaken to appoint a design agency which specialises in “pop up” beer gardens, with the ambition that this area will be ready for June 2014.

8. Ice Rink

- 8.1 The Pantomime achieved its highest ticket sales to date, which was largely down to all tickets being sold online through SEE Tickets. The show itself received phenomenal feedback from customers. This event which is delivered by volunteers and our Ice Rink staff continues to delight audiences and is growing in reputation.
- 8.2 The Ice Rink team continues to work hard to achieve challenging targets. We have seen an increase in family, adult and junior skating but a decrease in other areas which leaves the business unit behind target for November and December. We do know from benchmarking against other ice rinks in London that they are experiencing a similar trend and Ice Rinks outside of London have suffered a significant fall in attendance rates.

9. STRATEGIC UPDATES

9.1 Ticketing

Following an extensive tender process Alexandra Palace has appointed SEE Tickets as its ticketing partner for a three year partnership.

9.2 Brand, Communication and Marketing Project

Jo Bergdahl was originally commissioned to deliver a brand blueprint which encapsulated the vision and mission of the Regeneration project. It has become apparent that further work is needed in order to clarify similar objectives for the Trading Company and also to increase stakeholder engagement. The Commercial Director has appointed Blue Rubicon, a communication consultancy which specialises in positioning internal and external marketing messages, to deliver a one off project in liaison with Jo Bergdahl.

The aim of this project is to produce a ‘roadmap’ that Alexandra Palace can use to align messages from all areas of the business. The results of this project will be presented to APPCT on its completion.

9.3 Sponsorship

The Commercial Director has recently approached five sponsorship agencies inviting them to pitch to become Alexandra Palace’s ‘exclusive sponsorship agency’ in order to capitalise on our increasing profile and significantly improved client list. All agencies have experience in venue sponsorship with a number of them also used to working with public buildings, trusts, and local authorities. Site tours were undertaken throughout December with presentations scheduled to take place in February 2014. This project has also been discussed with Wonderbird in order to ensure that aims and objectives work in tandem with the funding strategy.

10 Recommendations

10.1 That the Board notes the contents of this report

11. Appendix

11.1 Event Schedule

12. Legal Implications

12.1 The Head of legal services has been consulted on the contents of this report and has no further comments to add.

13. Financial Implications

13.1 The council's Chief Finance Officer has been consulted on the contents of this report and has no further comments to add.

Event Schedule

Date	Event
Sunday 7 th - Sunday 19 th January	Snooker Masters
Sunday 12 th January	Farmers Market
Friday 17 th - Sunday 19 th January	London Model Engineering Exhibition
Saturday 25 th January	Excursions
Friday 24 th - Saturday 25 th January	History tours of the Palace / Open House
Friday 31 st Jan - Sunday 2 nd Feb	The Southern Homes Show NEW
Sunday 2 nd February	Farmers Market
Friday 7 th - Saturday 8 th February	Primary Care Nursing Expo 2014 NEW
Saturday 8 th February	Haringey Racers hockey match
Saturday 8 th - Sunday 9 th February	Antiques
Sunday 9 th February	Farmers Market
Wednesday 12 th February	A Day To Remember Music Concert
Thursday 13 th - Saturday 15 th February	The Foals Music Concert
Sunday 16 th February	Farmers Market
Saturday 22 nd February	Haringey Racers hockey match
Sunday 23 rd February	Farmers Market
Saturday 1 st - Sunday 2 nd March	RYA Suzuki Dinghy Show
Saturday 1 st March	Haringey Racers hockey match
Thursday 6 th March	Bastille Music Concert
Saturday 8 th March	Disclosure Music Concert
Sunday 9 th March	Farmers Market
Saturday 15 th March	Haringey Racers hockey match
Saturday 15 th March	Queensbury Boxing NEW
Sunday 16 th March	Farmers Market
Saturday 22 nd - Sunday 23 rd March	London Festival of Modelling
Friday 28 th - Sunday 30 th March	Edible Garden Show NEW
Sunday 30 th March	Farmers Market
Saturday 5 th April	You Me At Six Music Concert
Monday 7 th - Tuesday 22 nd April	The Great Russian Circus Ltd (Park)
Saturday 12 th April	Haringey Racers hockey match

Report Title: **Report of the Director of Property & Regeneration, Alexandra Park and Palace**

Report of: Kerri Farnsworth, Director of Property & Regeneration, Alexandra Park and Palace

1. Purpose

1.1 To update the Board on matters relating to the regeneration of Alexandra Palace & Park; the fabric conservation of the Palace; the Facilities Management of the Palace; and the management of the Park.

2. Recommendations

That the Board:-

- 2.1.1 notes the updates on regeneration of Alexandra Palace, including HLF project and commercial development opportunities, plus the forward work programme for 2014.
- 2.1.2 notes progress on fabric maintenance
- 2.1.3 notes the position with the current outsourced facilities management service provider and endorses the decision to continue to outsource security services
- 2.1.4 notes the current situation with the Palace's fire detection system and delegates authority to the Chief Executive for the final decision on replacement
- 2.1.5 endorses the development of a new Park vision that aligns with the masterplan prepared in 2012 by Farrells, the proposals that will emerge from the HLF project and the wider business plan for the Palace & Park.
- 2.1.6 notes the positive feedback regarding the overnight gate closures and agrees to continue the policy indefinitely.
- 2.1.7 endorses the recommendations re: the Council and Dog Control Orders.
- 2.1.8 notes the updates regarding the Garden Centre; Campsbourne Play Centre; and the s106 scheme in the south east corner of the Park
- 2.1.9 notes the current position in the Garden Centre lease and underlease
- 2.1.10 notes the advice from and resolution of the Advisory and Consultative Committees
- 2.1.11 agrees *in principle* to the 345 Pre-school's proposals and delegate agreement of the final details to Officers. Any agreement is to be within the confines of the existing lease and will be made in writing.
- 2.1.12 notes/endorses the proposed WWI commemoration poppy scheme

Report Authorised by: **Duncan Wilson, Chief Executive Alexandra Palace and Park**



Contact Officer: Duncan Wilson, Chief Executive Alexandra Palace and Park

3. Executive Summary

- 3.1 Updates within the regeneration and property programme include HLF East Wing project progress; progress on Fabric Conservation; progress on Commercial Development; and the forward programme for 2014.
- 3.2 The update on Facilities Management includes consideration of future arrangements for provision of facilities management and security services, and of the fire detection system within the Palace.
- 3.3 The update on Park management includes Dog Control Orders; the Grounds Maintenance Contract; and decision on granting Landlord's consent to proposals that require planning permission from by Park Tenants.

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. Regeneration Programme

HLF Project - Strategic Relationship Building

- 6.1 A strategic alliance has now been agreed with the BBC, with the BBC in principle agreeing the Palace free access to their extensive archive and creative input into the HLF project. The full details of how this is to be delivered are under discussion at present. Similar discussions are ongoing with the BFI and Science Museum and National Media Museum (NMM).
- 6.2 A senior executive team from the HLF - including the Chair and the Chief Executive - visited the site in November. Feedback from this meeting was positive, with confidence in the Trust's ability to deliver on what was acknowledged to be a challenging project.

HLF Procurement

- 6.3 The procurement of the core of the external professional team for the HLF project has now been completed, as set out in the table below:-

Design-led multi-disciplinary team	Feilden Clegg Bradley (FCB) with a sub-consultant team comprised of :- <i>Alan Baxter & Associates (Structural Engineering and Strategic Transportation)</i> <i>Max Fordham (Building Services and Acoustic Engineering)</i> <i>Charcoal Blue (Performing Arts & Theatre Design)</i> <i>Land (Exhibition Content and Programme Design)</i> <i>Anthony Brookes (Building Surveying)</i> <i>Gillespies (Landscape Architecture)</i> <i>Montague Evans (Conservation Planning)</i> <i>The Fire Surgery (Fire Engineering)</i> <i>Barker Langham (Regeneration & Business Economics)</i>
Quantity Surveyor/Cost Consultant	Mott McDonald
Project Manager	Mott McDonald
CDM Coordinator	Sweett and Partners
Interpretation Planner	<i>included within Feilden Clegg Bradley scope of work so no further requirement for separate appointment</i>

The only remaining procurement requirement over the next 3-4 months will be for small discrete commissions in specialist areas such as Activity Planning and Collections Management. The scope of these commissions and the procurement route will be reviewed once the main design-led team have had chance to undertake in-depth work on the commission.

HLF Project Progress

- 6.4 The inception meeting for the full professional team took place in mid-January. The team are now focused on absorbing and analysing the raft of detailed background information and work done-to-date. A draft programme has been circulated for comments within the professional team: at present the key tasks & timescales are

as per the table below, although this is subject to confirmation with the newly-appointed design team:-

Jan-Mar 2014	due diligence, confirm design brief, test & develop concept design and cost plans
March 2014 (date TBC):	Regeneration Strategy Group workshop
Apr-Jul 2014	design development, incl stakeholder consultation and RIBA Stage C design review
Jul-Aug 2014	public consultation and design development
Sept 2014	completion of RIBA Stage D design; submission of Planning/LB/CA applications
Dec 2014	submission of Stage 2 HLF funding request
spring 2015	Stage 2 HLF decision
spring & summer 2015	technical design & tender package production RIBA Stages E to H (5 mths)
autumn & winter 2015	contractor OJEU procurement (6-8 mths)
spring 2016	construction commences onsite
spring 2018	construction complete

- 6.5 There has been a slight delay in the design team commencing work from the timescale anticipated due to longer than expected contract negotiations and discussions over optional elements of the team's scope of work and hence final tender price negotiations. A verbal update on these will be given at the meeting.
- 6.6 It is proposed to hold a profile-raising event in the Theatre in the evening of 2 April, with a small audience of specially-invited guests with a potential interest in engaging actively in the Theatre, either in terms of the HLF project, subsequent programming/operations or as a supporter/patron. Invitees will include representatives from key stakeholders such as HLF, Theatres Trust, Friends of the Theatre, BBC, NMM and BFI, as well as members of the Board.

HLF reporting

- 6.7 The second regular progress report was submitted to HLF in December, and a first formal review held in January. The HLF were in general pleased with progress to date, and were assured by the team's forward work programme and understanding of the likely challenges ahead.

HLF Match-funding and Fundraising

- 6.8 A draft capital budget for 2014-2017 has been put together by LB Haringey's Cabinet which includes the full amount of capital match-funding required for the HLF project in the financial years 2015/16 and 2016/17. Approval for the funding is to be sought from full Council at its meeting on 26 February 2014.
- 6.9 The match-funding required for 2017/2018 will need to be considered at a future Council Cabinet meeting (probably in Feb 2015) as 2017/18 is outside the Council's current capital budget planning period.
- 6.10 A separate report on Fundraising has been prepared by APPCT's Chief Executive.

Commercial Development

- 6.11 Following the report to the last meeting, specialist commercial real estate lawyers to advise on the scope and structure of the formal approach to the market for hotel-based opportunity at the western end of the Palace have now been appointed. A competitive procurement process, including APPCT Board advisor Bob Kidby and representatives from LB Haringey's legal team and APPCT, was concluded in December and the recommendation of the appointment of Pinsent Masons was approved by the urgency panel of the APPCT Main Board.
- 6.12 Pinsent Masons are a major firm of lawyers, with a particular track record in the development of delivery structures for complex regeneration scenarios. Their response to the procurement process was of a very high standard, and demonstrated added-value by thinking very specifically and creatively about the specific context and opportunity at Alexandra Palace.
- 6.13 A start-up meeting with Pinsent Masons was held in late-January. Once they have had opportunity to absorb all background information, and meet the Trust's main lawyers (BWB) and retained commercial advisors (Knight Frank), we will then agree a detailed forward work programme from them, leading up to and including a formal procurement of a developer-partner.

Forward Programme for Regeneration & Property for 2014

- 6.14 A summary of the forward key delivery items and milestones for 2014 for the Regeneration and Property programme is as follows:-

Jan-Mar 2014

- HLF design programme commences; design complete to RIBA Stage C/new RIBA Work Stage 3
- formal announcement of strategic HLF relationships & appointments
- Regeneration Strategy Group workshop, incl HLF PM & design team (date TBC but either w/c 24 March or w/c 31 March)
- commission HLF Collections Management Planner and Activity Planner
- finalise 2014/15 APPCT capital budget & work programme
- profile-raising event in Theatre (2 April)
- 10-yr Fabric Maintenance Plan completed by Surveyor to the Fabric, Purcell
- preparations for formal commercial opportunity market testing begin
- completion of all major 2013/14 capital investments
- commence improvements to The Beach area (incl consents if req'd)

Apr-June 2014

- progress HLF design; HLF Stakeholder Design workshop and prepare for public consultation
- formal HLF review
- detailed design & procurement of 1st package of Fabric Maintenance Plan works
- consult SAC and Board on commercial market testing parameters and HLF project design development
- progress delivery of 2014/15 APPCT capital budget & work programme

July-Sept 2014 2014

- HLF statutory public consultation; complete RIBA Stage D design and submit for Planning & Listed Building consents
- formal HLF review
- commence formal market testing of commercial development opportunity; receive and assess formal Stage 1 PQQs/Eols
- progress delivery of 2014/15 APPCT capital budget & work programme

Oct-Dec 2014

- submit HLF Round 2 application. and respond to any clarifications requests
- prepare for HLF contractor OJEU procurement
- progress market testing of commercial development opportunity (probably via Competitive Dialogue process); date of conclusion dependent upon level & nature of interest received
- formal HLF review
- progress delivery of 2014/15 APPCT capital budget & work programme

7. Fabric Conservation

Surveyor to the Fabric

- 7.1 The Surveyor to the Fabric, Purcell, is progressing work on the 10-yr Fabric Maintenance Plan. The programme has been delayed slightly by difficulties programming high-level inspections, due to a combination of access and weather conditions, but Purcell are due to present the first draft of their final report by the end of January.

Interim repairs - Theatre and North Wall

- 7.2 The interim repairs reported to the last Board meeting to the Theatre auditorium ceiling and North Wall have now both been completed. The auditorium has been inspected and signed off as safe for public access by both an independent structural engineer and LB Haringey's Building Control. A temporary agreement has been put in place between the Trust and APTL to allow use of the theatre for events, subject to a statutory licence being obtained in each case until such time as the Theatre is handed over to the main HLF project contractor in early 2016.
- 7.3 Further works will be required to the North Wall during the 2014/15 financial year. These works were identified and confirmed during the recent interim works. Further structural works have also been identified for the Theatre stage, for which contractor cost estimates are being obtained.
- 7.4 The recent high winds and heavy rain caused additional problems with the fabric of the Palace. A number of areas of water penetration occurred in various parts of the Palace, including both of the Courts, the basement and the Theatre, which Trust staff are in the process of investigating and organising repairs, which it is thought will be in the order of £40k-60k, most of which should be covered by insurance. However given the severity of the weather and its impact seen elsewhere in the south-east of the UK, the damage sustained at the Palace was relatively light and possibly less than might have been expected.

The Beach

- 7.5 In order to provide better a quality setting and environment for the Bar & Kitchen to trade in, notably in the summer months, it is proposed to resurface the area – at present in black-top tarmac - to match the Terrace; to remove the cement urn, which is already broken and needs to be stored somewhere where it is safe from further decay and vandalism; and to add mobile planters and possibly a mobile barbecue to test what works in terms of layout and customer service. APPCT staff are still determining whether this work will require Planning consent and/or Conservation Area consent.

Victorian Theatre Stage Machinery

- 7.6 As mentioned in the previous report, the eminent Victorian theatre historian, Dr David Wilmore, was onsite for a week in January assessing the Victorian theatre stage machinery. He is now preparing a report with his findings.

8. Facilities Maintenance

Third-party provision of Facilities Management and Security Services

- 8.1 The current contract for provision of facilities management services comes to an end in November 2014. There is provision within the contract to extend it for a further 12 months. The current provider is Europa Services Ltd, although they have just been bought out by a very large German multinational company, Bilfinger. The contract also currently includes security services as well as facilities management. The current contractual terms do not allow for the two services to be split out into two separate contracts.
- 8.2 Although performance has improved recently with a replacement of the Europa/Bilfinger site manager, service under the current contract has been patchy. The security services are on the whole good and there is a desire to retain the current onsite team; however facilities management services have at times been poor and caused major issues for the Palace, and there is a general feeling that it may not provide best value-for-money nor the required quality and efficiency of response for APPCT.
- 8.3 A number of options are therefore being considered. These are detailed in a separate report by the Finances & Resources Director, but in summary include procurement of new external service provider(s) for facilities management and security (either as one package or two separate packages); and/or taking the facilities management services back in-house and letting the security services as a stand-alone package to an external provider.
- 8.4 As the report will set out, there are considerable timing and resources implications for all options. The procurement route will inevitably need to be an OJEU process, due to the value of the services required (regardless of whether they are let separately or together), which will be lengthy and resource/time intensive. As an example the letting of the current Europa/Bilfinger contract took over 12 months and considerable time & resources input from AP staff and retained consultants.

Fire Detection System

- 8.5 The current fire detection system within the Palace is at the end of its lifespan and has begun to cause recurrent low-level issues with false triggers, etc. The system has no scalable capacity to extend to new areas of the Palace as they come onstream – for example the areas that will be opened up to the public following the HLF project. There are also concerns that it may start to cause insurability issues for the Palace. Board members may recall that there was a proposal to update the system in 2012, which the Chief Executive decided to not proceed with due to concerns over the scope and specification of the system at that time.
- 8.6 Having taken the advice of a number of external experts, the Trust has been advised that the entire fire detection system needs replacing. The estimated cost of this is £250k. This presents a considerable challenge for the Trust given the annual

capital budget allocation is only £500k per annum, and pressure on capital resources is already very high, due to need to clear a considerable backlog of maintenance and (positive) demands created by the regeneration programme.

- 8.7 The Trust has been advised that one of the options is to replace the current system on a modular basis. This would enable the system to be replaced on a sequential basis in discrete zones throughout the Palace, which would not all have to be completed at the same time. Advice currently is that the system could be replaced over a period of 3 years and in such a way as to accommodate the likely new spaces being brought back into use over that time period throughout the Palace.
- 8.8 The next steps will be to work up detailed design specifications and obtain tender cost estimates for the options for the replacement of the fire detection system. The Board are asked to endorse this approach, and to delegate final decision-making authority on the option to be taken forward to the Trust's Chief Executive.

9. Park Update

Updated Park Vision

- 9.1 The current Park strategy has its origins in the HLF Park scheme which was started in 2002 and completed in 2007. Considerable change and progress has happened since that time and the strategy is therefore in need of refreshing and re-casting, in particular to ensure that it is aligned with the 2012 Farrells masterplan and the emerging new 3-year Trust/APTL business plan, and that it maximises the benefits from HLF project in the Palace's eastern wing.
- 9.2 It is therefore proposed to develop a brief for the appointment of external specialists to assist the Trust to develop and test options for a new Vision for the Park. The procurement of external specialists could also include a mini 'design competition' Due to resource constraints it is likely that this procurement will not commence until the new 2014/15 financial year.

Gate Closure review

- 9.3 Board Members will recall that overnight closure of the entrance to Redston Road and the Grove pedestrian entrance began in January 2013. This was initiated on a trial basis as an attempt to reduce crime, vandalism and antisocial behaviour. Since this time the gates have been closed and locked from approximately 11.00pm until 5.00am.
- 9.4 Feedback from the Warner Estate Resident's Association (nearest to the Redston Field gate) has been positive, the respondents all feel that the closure has reduced noise and disruption. There has been a small hole cut in the fencing by unknown parties, and this has been repaired on a number of occasions.
- 9.5 The operator of the Grove Café has commented that in general terms that the number of incidents seems to have reduced since the closure began. He is keen for the policy to continue, and has requested that the gate is closed earlier if possible.
- 9.6 The Park manager recommends that the gate closures should be continued for a further twelve months. The costs of replacing the fencing along the boundary of

Redston Field with something more robust should be considered in the next financial year.

Dog Control Orders update

- 9.7 Board members will recall previous discussions about Dog Control Orders made by the Council. The Board requested a letter be sent to express disappointment that the specific proposal for Alexandra Park had not been considered and to request that the Council reviews the situation within the next twelve months.
- 9.8 A letter was sent by APPCT's CEX to the Neighbourhood Action Team Manager on October 2013. As there was no reply to further follow up calls, a follow-up email was sent in early January 2014 by the Park Manager. To date there has been no response.
- 9.9 It is recommended that a letter is sent by the Chair of the Board, expressing disappointment in the strongest terms at the failure to respond to communications from APPCT staff and to ask for a firm commitment that the review requested will be actioned within the next 3 months.

Planning Applications

- 9.10 *The Garden Centre:* Following discussions at the last Board, the Garden Centre Operator is aiming to obtain planning permission by the end of February 2014 and, if granted, to commence building works in July. Updates on the project will be reported to the Board at future meetings.
- 9.11 *345 Pre-School:* The operator of the 345 Pre-School wishes to make improvements to their grounds, notably on the sloped grassed area which is becoming almost permanently muddied (see detailed proposal and plan at Appendix 12.1. The improvements would address appearance, usability, health & safety risks and cleaning issues, and also extend the period in which this space can be used into the winter months. The 345 are in pre-planning discussions with the Council about these proposals.
- 9.12 The Pre-School would also like to extend their opening hours to broaden their offer to the local community and to help improve revenue streams for the business (see detailed proposal at Appendix 12.1. This would see the building open at weekends and for an extra 2 hours per day (up to approx. 6:30pm) up to twice a week to run 'After School' clubs.
- 9.13 The Joint Committee made a formal resolution on the scheme at the meeting on 28 January 2014 to approve the proposals. The Board are asked to give *in principle* agreement to the proposals and delegate final details to Officers. Any agreement is to be within the confines of the existing lease and will be made in writing.

Tenant Leases

- 9.14 The Garden Centre café is a separate underlease with a third party which is currently being renewed within the provisions of the headlease. The fees for this renewal will be met by the tenant. The sub-tenant will remain unchanged.
- 9.15 A rent review is due for the Garden Centre and this will be completed concurrently with the work on the underlease. The lease sets out clear provisions for the rent review based on annual turnover and this is a fairly simple task.

Campsbourne Play Centre

- 9.16 Further to the update at the Board meeting on 7 February 2013, a discussion has taken place with Officers of the Council.
- 9.17 The building currently has a maintenance backlog valued by the Council's surveyors at around £30,000 over five years. The Trust's has undertaken its own survey and inspection, estimates the cost of dilapidations to be closer to £65,000.
- 9.18 The Council has stated that it is currently unable to address all of these dilapidations. On that basis the Council has been informed that the Trust will not take on ownership and responsibility for the building unless the full cost of these dilapidations can be found, either from within existing Council resources or from any potential external sources. At this present time sources for this funding are not forthcoming.

S106 project

- 9.19 The Park improvement project for the south east corner of the Park is making progress. A design scheme was circulated to the member of the Advisory and Consultative Committee for comments and the feedback was positive. This consultation was carried out by email due to the timescales of the project and the relative simplicity of the proposals.
- 9.20 The Joint Committee made a formal resolution on the scheme at the meeting on 28 January 2014 to approve the proposals.

WWI Park Poppy commemoration

- 9.21 The Trust is reviewing options for planting poppies in beds along the main road corridor through the Park. This will be a highly-visible tribute which will be seen by Park users, passing motorists & bus passengers and possibly even on a clear day by aircraft which frequently cross above the Park on their approach to landing, and it is likely to generate good positive publicity for the Trust. The Alexandra Palace Garden Centre have generously offered to donate the seed for the planting (in return for public acknowledgement of this).
- 9.22 Discussions will also be progressed with the Royal British Legion to see if there would be interest in the Park hosting a veterans' event.

10. Legal Implications

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

11. Financial Implications

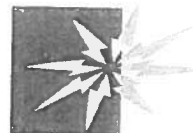
- 11.1 The replacement fire detection system for the Palace referenced in paras 8.5 to 8.8 above will be funded from the Trust's annual capital budget allocation over at least 3 years from the financial year 2014/15.
- 11.2 The Park Vision work referred to in para 9.1 above will be funded from the 2014/15 Trust's regeneration budget allocations.

- 11.3 Any new fencing for the Redston Field boundary referred to in para 9.6 above will be funded from the existing Park budget.
- 11.4 Early indications are that the Garden Centre rent referred to in para 9.15 above will remain fairly static on review.
- 11.5 The Council's Chief Finance Officer notes the contents of this report and has no additional comments to make.

12. Use of Appendices

- 12.1 345 Pre-School Nursery outdoor improvement proposal and planning submission documents.

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Application for listed building consent for alterations, extension or demolition of a listed building.
 Planning (Listed Buildings and Conservation Areas) Act 1990

You can complete and submit this form electronically via the Planning Portal by visiting www.planningportal.gov.uk/apply

Publication of applications on planning authority websites

Please note that the information provided on this application form and in supporting documents may be published on the Authority's website. If you require any further clarification, please contact the Authority's planning department.

Please complete using block capitals and black ink.

It is important that you read the accompanying guidance notes as incorrect completion will delay the processing of your application.

1. Applicant Name and Address

Title: First name:

Last name:

Company (optional):

Unit: House number: House suffix:

House name:

Address 1:

Address 2:

Address 3:

Town:

County:

Country:

Postcode:

2. Agent Name and Address

Title: First name:

Last name:

Company (optional):

Unit: House number: House suffix:

House name:

Address 1:

Address 2:

Address 3:

Town:

County:

Country:

Postcode:

3. Description of Proposed Work

Please describe the proposals to alter, extend or demolish the listed building(s):

TO improve outside area with a portion of grass laid as artificial grass with a path of rubber mulch. The current grass area is sloped and is a hazard for children and adults improvements will be in keeping with current look of outside area. Plans attached.

Has the work already started without consent? Yes No

If Yes, please state when the work was started (DD/MM/YYYY):

(date must be pre-application submission)

Has the work been completed without consent? Yes No

If Yes, please state the date when the work was completed (DD/MM/YYYY):

(date must be pre-application submission)

4. Site Address Details

Please provide the full postal address of the application site.

Unit: House number: House suffix:

House name: The Actual Workshop

Address 1: Alexandra Palace

Address 2:

Address 3:

Town:

County:

Postcode (optional): N22 7AY

Description of location or a grid reference. (must be completed if postcode is not known):

Easting: Northing:

Description:

5. Related Proposals

Are there any current applications, previous proposals or demolitions for the site? Yes No

If Yes please describe and include the planning application reference number(s), if known:

Description	Reference number

6. Pre-application Advice

Has assistance or prior advice been sought from the local authority about this application? Yes No

If Yes, please complete the following information about the advice you were given. (This will help the authority to deal with this application more efficiently).

Please tick if the full contact details are not known, and then complete as much as possible:

Officer name:

Reference:

Date (DD/MM/YYYY): (must be pre-application submission)

Details of pre-application advice received?
Permission is also being sought from the trustees of Alexandra Palace.

7. Neighbour and Community Consultation

Have you consulted your neighbours or the local community about the proposal? Yes No

Yes, please provide details:

8. Authority Employee / Member

With respect to the Authority, I am: Do any of these statements apply to you?
 (a) a member of staff Yes No
 (b) an elected member
 (c) related to a member of staff
 (d) related to an elected member

If Yes, please provide details of the name, relationship and role:

Please provide a description of existing and proposed materials and finishes to be used in the building (demolition excluded):

	Existing (where applicable)	Proposed	Not applicable	Don't Know
External walls			<input checked="" type="checkbox"/>	<input type="checkbox"/>
Roof covering			<input checked="" type="checkbox"/>	<input type="checkbox"/>
Chimney			<input checked="" type="checkbox"/>	<input type="checkbox"/>
Windows			<input checked="" type="checkbox"/>	<input type="checkbox"/>
External doors			<input checked="" type="checkbox"/>	<input type="checkbox"/>
Cellings			<input checked="" type="checkbox"/>	<input type="checkbox"/>
Internal walls			<input checked="" type="checkbox"/>	<input type="checkbox"/>
Floors			<input checked="" type="checkbox"/>	<input type="checkbox"/>
Internal doors			<input checked="" type="checkbox"/>	<input type="checkbox"/>
Rainwater goods			<input checked="" type="checkbox"/>	<input type="checkbox"/>
Boundary treatments (e.g. fences, walls)			<input checked="" type="checkbox"/>	<input type="checkbox"/>
Vehicle access and hard standing			<input checked="" type="checkbox"/>	<input type="checkbox"/>
Lighting			<input checked="" type="checkbox"/>	<input type="checkbox"/>
Others (add description)	<i>grass</i>	<i>artificial grass + rubber mulch path</i>	<input type="checkbox"/>	<input type="checkbox"/>

Are you supplying additional information on submitted drawings or plans? Yes No

If Yes, please state plan(s)/drawing(s) references:

Plans attached.

10. Demolition

Does the proposal include the partial or total demolition of a listed building? Yes No

If Yes, which of the following does the proposal involve?

- a) Total demolition of the listed building: Yes No
- b) Demolition of a building within the curtilage of the listed building: Yes No
- c) Demolition of a part of the listed building: Yes No

If the answer to c) is Yes:

i) What is the total volume of the listed building?(cubic metres)	
ii) What is the volume of the part to be demolished?(cubic metres)	
iii) What was the (approximate) date of the erection of the part to be removed? (MM/YYYY) (date must be pre-application submission)	

Please provide a brief description of the building or part of the building you are proposing to demolish:

Why is it necessary to demolish or extend (as applicable) all or part of the building(s) and or structure(s)?

12. Listed Building Grading

Please state the grading (if known) of the building in the list of Buildings of Special Architectural or Historic interest? (Note: only one box must be ticked)

Grade I Ecclesiastical Grade I

Grade II* Ecclesiastical Grade II*

Grade II Ecclesiastical Grade II

Don't know

11. Listed Building Alterations

Do the proposed works include alterations to a listed building? Yes No

If Yes, do the proposed works include: (you must answer each of the questions)

- a) Works to the interior of the building? Yes No
- b) Works to the exterior of the building? Yes No
- c) Works to any structure or object fixed to the property (or buildings within its curtilage) internally or externally? Yes No
- d) Stripping out of any internal wall, ceiling or floor finishes (e.g. plaster, floorboards)? Yes No

If the answer to any of these questions is Yes, please provide plans, drawings, photographs sufficient to identify the location, extent and character of the items to be removed, and the proposal for their replacement, including any new means of structural support and state references for the plan(s)/drawing(s):

13. Immunity From Listing

Has a Certificate of Immunity from Listing been sought in respect of this building?

Yes No Don't know

If Yes, please provide the result of the application:

One Certificate A, B, C, or D, must be completed with this application form

CERTIFICATE OF OWNERSHIP - CERTIFICATE A

Regulation 6 of the Planning (Listed Buildings and Conservation Areas) Regulations 1990

I certify/ The applicant certifies that on the day 21 days before the date of this application nobody except myself/ the applicant was the owner* of any part of the land or building to which the application relates.

* "owner" is a person with a freehold interest or leasehold interest with at least 7 years left to run.

Signed - Applicant:

Or signed - Agent:

Date DD/MM/YYYY:

[Signature: W. Conway]

[Empty signature box]

16/12/2013

CERTIFICATE OF OWNERSHIP - CERTIFICATE B

Regulation 6 of the Planning (Listed Buildings and Conservation Areas) Regulations 1990

I certify/ The applicant certifies that I have/the applicant has given the requisite notice to everyone else (as listed below) who, on the day 21 days before the date of this application, was the owner* of any part of the land or building to which this application relates.

* "owner" is a person with a freehold interest or leasehold interest with at least 7 years left to run.

Name of Owner	Address	Date Notice Served

Signed - Applicant:

Or signed - Agent:

Date DD/MM/YYYY:

[Empty signature box]

[Empty signature box]

[Empty date box]

CERTIFICATE OF OWNERSHIP - CERTIFICATE C

Regulation 6 of the Planning (Listed Buildings and Conservation Areas) Regulations 1990

I certify/ The applicant certifies that:

- Neither Certificate A or B can be issued for this application
- All reasonable steps have been taken to find out the names and addresses of the other owners* of the land or building, or of a part of it, but I have/ the applicant has been unable to do so.

* "owner" is a person with a freehold interest or leasehold interest with at least 7 years left to run.

The steps taken were:

[Empty text box for steps taken]

Name of Owner	Address	Date Notice Served

Notice of the application has been published in the following newspaper (circulating in the area where the land is situated):

On the following date (which must not be earlier than 21 days before the date of the application):

[Empty newspaper name box]

[Empty date box]

Signed - Applicant:

Or signed - Agent:

Date DD/MM/YYYY:

[Empty signature box]

[Empty signature box]

[Empty date box]

CERTIFICATE OF OWNERSHIP - CERTIFICATE D
Regulation 6 of the Planning (Listed Buildings and Conservation Areas) Regulations 1990

I certify/ The applicant certifies that:

- Certificate A cannot be issued for this application
• All reasonable steps have been taken to find out the names and addresses of everyone else who, on the day 21 days before the date of this application, was the owner* of any part of the land to which this application relates, but I have/ the applicant has been unable to do so.

* "owner" is a person with a freehold interest or leasehold interest with at least 7 years left to run.

The steps taken were:

[Empty box for steps taken]

Notice of the application has been published in the following newspaper (circulating in the area where the land is situated):

[Empty box for newspaper name]

On the following date (which must not be earlier than 21 days before the date of the application):

[Empty box for date]

Signed - Applicant:

[Signature: H. Cooley]

Or signed - Agent:

[Empty box for agent signature]

Date DD/MM/YYYY:

18/12/2013

15. Planning Application Requirements - Checklist

Please read the following checklist to make sure you have sent all the information in support of your proposal. Failure to submit all information required will result in your application being deemed invalid. It will not be considered valid until all information required by the Local Planning Authority has been submitted.

The original and 3 copies of a completed and dated application form:

The original and 3 copies of other plans and drawings or information necessary to describe the subject of the application:

The original and 3 copies of a plan which identifies the land to which the application relates and drawn to an identified scale and showing the direction of North:

The original and 3 copies of the completed dated Ownership Certificate (A, B, C, or D - as applicable):

The original and 3 copies of a design and access statement, if required (see help text and guidance notes for details):

16. Declaration

I/we hereby apply for planning permission/consent as described in this form and the accompanying plans/drawings and additional information. I/we confirm that, to the best of my/our knowledge, any facts stated are true and accurate and any opinions given are the genuine opinions of the person(s) giving them.

Signed - Applicant:

[Signature: H. Cooley]

Or signed - Agent:

[Empty box for agent signature]

Date (DD/MM/YYYY):

18/12/2013

(date cannot be pre-application)

17. Applicant Contact Details

Telephone numbers

Country code:

National number:

Extension number:

[Empty box]

[Empty box]

[Empty box]

Country code:

Mobile number (optional):

[Empty box]

07533 616417

Country code:

Fax number (optional):

[Empty box]

[Empty box]

Email address (optional):

info@345preschools.co.uk

18. Agent Contact Details

Telephone numbers

Country code:

National number:

Extension number:

[Empty box]

[Empty box]

[Empty box]

Country code:

Mobile number (optional):

[Empty box]

[Empty box]

Country code:

Fax number (optional):

[Empty box]

[Empty box]

Email address (optional):

[Empty box]

19. Site Visit

Can the site be seen from a public road, public footpath, bridleway or other public land?

Yes

No

If the planning authority needs to make an appointment to carry out a site visit, whom should they contact? (Please select only one)

Agent

Applicant

Other (if different from the agent/applicant's details)

If other has been selected, please provide:

Contact name:

[Empty box]

Telephone number:

[Empty box]

Email address:

[Empty box]



Learning through play

To whom it may concern,

Please find an outline below of some changes that we would like to make with regards to the opening hours Springfield Preschool (The Islands, The Grove, Alexandra Palace) in order to increase our revenue stream as well as to broaden our offering to the local community.

We currently use the building in term time only from Monday-Friday from 8am until approximately 4:30pm. The building sits empty at weekends and after 4:30pm during term times. In order to increase our current revenue streams we would like to offer the building to use by our existing parents for their children's parties at weekends. Obviously we would need to address any insurance implications that would arise, and we would need to have arrangements in place with Alexandra Palace for parents to gain access, and the use of the car park on days where it's feasible given the events on at Alexandra Palace.

We also have some interest from our current staff to run an after school art club in the building for up to 2 hours once or twice per week.

At this stage, for our own security we would be offering these "add-ons" to only those associated with 345 preschools, not the general public. We believe that these people would treat the building and area with respect, and understand that the primary use of the building remains for children. We believe by offering these services, we would increase footfall within the palace grounds and offer the local community an additional service.

We are in the process of applying to Haringey Council for planning permission for this alteration of the use of the building. We have also examined the lease and see no reason why this service cannot be offered, but obviously understand the process that we need to follow to discuss any potential alterations with you. If you have any further questions regarding our plans, please contact us.

We look forward to hearing from you,

Lou Colley (General Manager) & 345 preschools Management Committee

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Learning through play

To whom it may concern,

Please find an outline below of some improvements that we would like to make at Springfield Preschool (The Islands, The Grove, Alexandra Palace)

Current outdoor space

We are very fortunate at Springfield to be situated within the grounds of Alexandra Palace. The natural environment offers our children the chance to explore and play in a large open space. Currently, a section of the sloped grassed area is very muddy (and has been for a long time), this causes children and adults to slip, footwear gets covered in mud, which in turn finds its way inside the building. The grass also has little chance of re-growth in the warmer months given it's a heavy traffic (play) area.

Proposal for improvement

The reason for the work required is threefold: to address the current health and safety risks that are present, preserving the current look in keeping with the existing area but making it hard wearing and built to last, and to enable the children to gain maximum benefit from a good play surface outside during the winter months. We're keen to keep the natural look within the garden space, whilst using materials that would be hard wearing. I've attached the plans that we've had designed. It includes an area of artificial grass and a path of rubber mulch leading down to the existing sand pit. This solution will also leave a majority of the natural grassed area untouched, this is the area that would be seen from the path within The Grove.

Costs & Timings

Costs of the improvement will be covered by fundraising as well as trying to tap into grants that may be available to us from external organisations. Timings will be dependent on when we have the funds available.

I am in the process of applying to Haringey Council for planning permission for this improvement. If you have any further questions regarding our plans, please contact me.

I look forward to hearing from you,

Lou Colley (General Manager) & 345 preschools Management Committee

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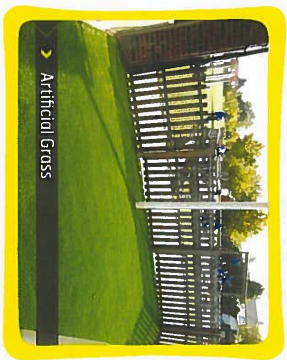
SOVEREIGN
Bringing imagination into play



Reference: 40289 REV 1
Scale: As shown
Designer: Matt Susans
Area Manager: Leigh Kosta
Date: 25/10/2013
Images shown are for representational purposes.
products may vary.

Area One

- Surfacing:**
- A** 78sqm Windsor Artificial Grass
 - B** 17sqm Natural Mix Rubber Mulch @ 40mm



20 Years
5 Years
5 Years

APF
Approved Play Equipment
Safety Solutions

345 Pre-Schools Springfield
T: 01702 291129 · www.sovereignplayequipment.co.uk

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5 Pre-Schools Springfield

702 291129 · www.sovereignplayequipment.co.uk

Grass

B

173sqm
Rubber
Mulch

Sandpit

Hedge

Grass

Play Hut

A

788sqm
grass

Path

Hedge

Scale Bar

1m

5m

10m

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Alexandra Palace & Park Board

13 February 2013

Report Title: Trust Financial Results for 9 months ended 31 December 2013

Report of: Nigel Watts, Finance and Resource Director, Alexandra Palace Charitable Trust

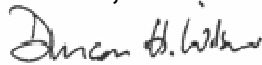
1. Purpose

1.1 This paper sets out the results for the Trust for the nine months ended 31 December 2013

2. Recommendations

2.1 The Board is asked to note the performance of the Trust for the nine months ended 31 December 2013

Report Authorised by: Duncan Wilson, Chief Executive Alexandra Place and Park Trust



Contact Officer: Nigel Watts, Director of Finance and Resources, Alexandra Palace & Park, Alexandra Palace Way, Wood Green N22 7AY Tel No. 020 8365 4340

3. Executive Summary

3.1 The deficit of the Trust for the first nine months, excluding Regen, was £1,701k compared to budget of £1,785k and last year's actual of £1,840k. The underspend is due to timing of Palace and Park maintenance expenditure and legal fees.

3.2 Net Regen expenditure was £310k compared to budget of £589k. The difference relates mainly to the timing of professional fee expenditure and a staff vacancy.

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 Results for the first nine months – Trust

The results for the Trust are summarized in Table 1 below. There has been some restructuring of cost centres since 2012/13, making the comparison with 2012/13 less exact. In particular a new cost centre has been created for Office Management, which takes some costs previously in the Palace and CEO's Office budgets. There has also been some realignment of income and costs between the Palace and CEO's budgets to reflect better the nature of the underlying activities.

Table 1 – Results of Trust Company for the first 9 months

2012/13 1st 9 mths	£'000	2013/14 1st 9 Months		
		Budget	Actual	Variance
	INCOME			
42	Palace	196	199	+2
97	Park (net)	85	148	+63
136	CEO's Office	-	-	-
275	Total Before Regen	282	348	+66
41	Regen	705	4	-701
316	TOTAL INCOME	986	351	-635
	EXPENDITURE			
(1,074)	Palace	(1,179)	(1,161)	+18
(151)	Ice Rink Dep'n and Interest	(150)	(151)	-1
(377)	Park	(372)	(417)	-45
(11)	Learning, Theatre & BBC Studios	(10)	(3)	+8
-	Office Management	(75)	(76)	-0
(502)	CEO's Office	(280)	(242)	+38
(2,115)	Total Before Regen	(2,067)	(2,049)	+18
(477)	Regen	(1,293)	(314)	+980
(2,593)	TOTAL OVERHEADS	(3,360)	(2,362)	+997
	DEFICIT			
(1,032)	Palace	(982)	(962)	+20
(151)	Ice Rink Dep'n and Interest	(150)	(151)	-1
(279)	Park	(287)	(269)	+18
(11)	Learning, Theatre & BBC Studios	(10)	(2)	+8
-	Office Management	(75)	(76)	-0
(367)	CEO's Office	(280)	(242)	+38
(1,840)	Total Before Regen & gift aid	(1,785)	(1,701)	+84
(437)	Regen	(589)	(310)	+278
(2,277)	TOTAL DEFICIT before gift aid	(2,373)	(2,011)	+362
247	Capital Expenditure		680	

The Trust underspent against budget by £84k before Regen. All of this variance is the result of timing differences which will reverse later in the year, largely relating to Palace maintenance, Park maintenance and Legal Fees. The £45k overspend on Park costs is offset by £63k of additional income. Both the overspend and the additional income relate to the 150th anniversary event in the Park and had not

been specifically budgeted for. We forecast that the Trust will be on budget for the year.

Income shown against the CEO's cost centre in 2012/13 relates to the licence fee from the Trading Company. This has been reclassified in 2013/14 to the Palace cost centre.

The Regen budget underspend relates to the timing of payments to professional advisers and the saving resulting from a temporary staff vacancy.

7 Legal Implications

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

8 Financial Implications

- 8.1 The Council's Chief Financial Officer notes the positive financial position reported and has no additional comments to make.

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Alexandra Palace & Park Board

13 February 2014

Report Title: **Trust Budget 2014/15**

Report of: **Nigel Watts, Finance and Resource Director, Alexandra Palace Charitable Trust**

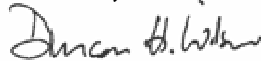
1. Purpose

1.1 This paper sets out the proposed outline budget for the Trust for the year ended to 31 March 2015.

2. Recommendations

2.1 The Board is asked to approved the outline budget,

Report Authorised by: **Duncan Wilson, Chief Executive Alexandra Place and Park Trust**



Contact Officer: **Nigel Watts, Director of Finance and Resources, Alexandra Palace & Park, Alexandra Palace Way, Wood Green N22 7AY Tel No. 020 8365 4340**

3. Executive Summary

3.1 The Trust's outline budget has been prepared in the context of a four year planning exercise.

3.2 More detailed departmental budgets are in the process of being drawn up and will be presented for approval at the next APPCT Board meeting

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. Trust Revenue Budget

Table 1 shows the proposed revenue budget for the Trust for 2014/15.

The trading company gift aid is shown as growing by just less than 1% compared to our forecast outturn for 2013/14. The 2014/15 budget reflects the loss of a valuable exam customer. Although we expect to be able to grow other business to compensate for this it will limit our overall growth.

Trust expenditure is budgeted to grow by £162k (7.7%). £100k of this (4.8%) is for additional fabric maintenance costs. The remainder (2.9%) is an allowance for inflationary increases and additional community and learning costs. Depreciation is budgeted to increase as we increase our capital expenditure. Of the £110k increase in the loan repayments, £60k relates to the Ice Rink loan and £34k to the SIF loan for the Great Hall lights.

Table 1 – Trust Revenue Budget 2014/15

£'000	2013/14 Budget	2013/14 Forecast	2014/15 Budget	Change vs F'cast
Trading Company Gift Aid	750	929	938	9
Trust net expenditure excl Regen	(2,150)	(2,105)	(2,267)	-162
Depreciation	(122)	(122)	(132)	-10
Interest	(78)	(75)	(78)	-3
Deficit Before Regen	(1,600)	(1,373)	(1,539)	-166
Regen net of HLF grants	(850)	(720)	(1,009)	-289
Deficit after Regen	(2,450)	(2,093)	(2,548)	-455
add back: depreciation	122	122	132	10
less: Loan repayments	(153)	(153)	(263)	-110
Cash Deficit	(2,481)	(2,124)	(2,679)	-555
Financed by:				
Underspend b/f	870	870	896	
LBH Annual Allocation	2,150	2,150	2,150	
Virement to Capital	-	-	(340)	
Underspend c/f	(539)	(896)	(27)	
	2,481	2,124	2,679	

7. Trust Capital Budget

The Trust's Capital budget for 2014/15 is shown in Table 2 below. To keep the Park and Palace open and running to an acceptable level there is an urgent need to increase the level of capital expenditure over the £500k annual grant provided by LBH. In 2013/14 we were able to increase expenditure to £814k by drawing down on previous years' underspends. We also need to start the design work for the Panorama room replacement. In total, we need a budget of £1.2m (Table 2).

Table 2 – Trust Capital Budget 2014/15

£'000	2013/14 Budget	2013/14 Forecast	2014/15 Budget	Change vs F'cast
Basic maintenance	814	814	500	-314
Fabric maintenance plan*	-	-	200	200
Essential works for utilities etc	-	-	250	250
Design for panorama room replacement	-	-	250	250
Gross Capital Expenditure	814	814	1,200	386
Financed by:				
Capital underspend b/f	314	314	-	
LBH Capital Grant	500	500	500	
New Borrowing (indicative)	-	-	400	
Virement from revenue	-	-	340	
Capital underspend c/f	-	-	(40)	
	814	814	1,200	
*additional expenditure over current Europa budget				

We propose to fund the additional £700k of capital expenditure through a mixture of virement from the revenue budget and new borrowing. Any borrowing proposal will be supported by a detailed business case and presented to the Board at a later meeting.

8. Legal Implications

- 8.1 The Council's Head of Legal Services has been consulted in the preparation of this report, and has no comments.

9. Financial Implications

- 9.1 The Council's Chief Financial Officer notes the proposed budget for the financial year 2014/15. As stated in paragraph 7, any decisions on taking on additional borrowing to fund capital expenditure will need to be carefully assessed before any agreement is given.

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of the Local Government Act 1972.

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of the Local Government Act 1972.

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