

NOTICE OF MEETING

Joint meeting of the Alexandra Park & Palace Statutory Advisory Committee and the Alexandra Palace and Park Consultative Committee

(Alexandra Park & Palace Advisory Committee established by Statute in 1985)

To: The Members of the
Advisory Committee (Statutory) and the Consultative Committee

Bernie Ryan
Assistant Director – Corporate Governance
and Monitoring Officer
5th Floor, River Park House
225 High Road, Wood Green
London, N22 8HQ

Contact: Felicity Parker, Principal Committee
Co-ordinator
Tel: 020-8489 2919
Fax: 020-8881 5218
E-mail:
Felicity.Parker@haringey.gov.uk

31 March 2014

Dear Member,

The **JOINT INFORMAL MEETING OF THE ALEXANDRA PARK AND PALACE
ADVISORY COMMITTEE AND THE ALEXANDRA PALACE AND PARK CONSULTATIVE
COMMITTEE** will take place on **TUESDAY, 8TH APRIL, 2014** commencing at **19:30 hrs** in
the **TRANSMITTER HALL, ALEXANDRA PALACE, PALACE WAY, WOOD GREEN,
LONDON N22 7AY** to consider the business set out in the Agenda detailed below.

Yours sincerely

Felicity Parker
Clerk to the Committee

AGENDA

1. APOLOGIES FOR ABSENCE

2. DECLARATIONS OF INTEREST

Members of the Committee are invited to disclose any interest they may have in any of the items appearing on this agenda.

3. MINUTES AND MATTERS ARISING (PAGES 1 - 24)

- i. To approve the minutes of the Joint Statutory Advisory and Consultative Committees held on 28 January 2014.
- ii. To note the minutes of the Advisory Committee held on 28 January 2014.
- iii. To note the draft minutes of the meeting of the Alexandra Palace and Park Board held on 13 February 2014.

4. GOVERNANCE (PAGES 25 - 32)

To receive the report of the Chief Executive, Alexandra Park and Palace.

5. REPORT OF THE CHIEF EXECUTIVE (PAGES 33 - 80)

To receive the report of the Chief Executive, Alexandra Park and Palace.

6. REGENERATION POLICY (PAGES 81 - 88)

To receive the report of the Chairman, Alexandra Park and Palace Joint Statutory Advisory Committee and Consultative Committee.

To receive the report of the Chief Executive, Alexandra Park and Palace.

7. REPORT OF THE REGENERATION AND PROPERTY DIRECTOR (PAGES 89 - 94)

To receive the report of the Regeneration and Property Director, Alexandra Park and Palace.

8. NON-VOTING BOARD MEMBERS FEEDBACK

9. ITEMS RAISED BY INTERESTED GROUPS

10. ANY OTHER BUSINESS OR URGENT BUSINESS

11. DATES OF FUTURE MEETINGS

Tuesday 8 July 2014
Tuesday 7 October 2014
Tuesday 20 January 2015
Tuesday 14 April 2015

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

Appointed Members:

Councillor Cooke
Councillor Christophides
Councillor Egan
Councillor Hare
Councillor Scott
Councillor Stewart
Councillor Williams

Also to:

Chief Executive
Trust's Solicitor
Director of Corporate Resources
Head of Legal Services

**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 J. Athanassiou
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 Christophides
Fortis Green Ward	:	Councillor Erskine
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 Demirci
Councillor Hare
Councillor Peacock

**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**

Councillor Scott
Councillor Stewart
Councillor Williams

Also attending

Duncan Wilson – Chief Executive – Alexandra Palace
Mark Evison – Park Manager, 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> <ol 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 be noted. iii. The draft minutes of the Alexandra Palace and Park Board held on 29 October 2013 and 19 November 2013 be noted.

**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**

<p>APSC146</p>	<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>
<p>APSC147</p>	<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, 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.

**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**

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 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

**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**

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

- 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.

RESOLVED:

- i) **To note the report**

**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**

	<p>ii) To endorse the planning proposals as set out by 345 Pre-School Nursery at The Grove.</p>
<p>APSC149</p>	<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>
<p>APSC150</p>	<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> <p>(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),</p> <p>(b) or if they are now to be seen as a profit centre, to be organised solely by paid employees or commercial third parties</p> <p>(c) the involvement of the existing voluntary organisations in planning and execution of such events</p> <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 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>

**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**

	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.
APSC151	ANY OTHER BUSINESS OR URGENT BUSINESS None.
APSC152	DATES OF FUTURE MEETINGS NOTED the date of the next meeting on 3 April 2014.

The meeting ended at hrs

Colin Marr

Chair

Signed by the Chair

Date

This page is intentionally left blank

**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	<p>APOLOGIES FOR ABSENCE</p> <p>Apologies for absence were received from Denis Heathcote, Kevin Stanfield and Councillors Gorrie and Jenks.</p> <p>Councillor Engert was in attendance as substitute for Councillor Jenks.</p> <p style="text-align: center;"><u>Election of Chair for the meeting</u></p> <p>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.</p> <p>Jane Hutchinson nominated David Frith, Councillor Newton seconded the</p>
----------------	---

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

	<p>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> <p>i. The minutes of the Joint Statutory Advisory held on 10 October 2013 be approved.</p> <p>ii. The minutes of the Statutory Advisory Committee and Consultative Committees held on 10 October 2013 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>
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> <p>i) To note the report</p> <p>ii) To endorse the planning proposals as set out by 345 Pre-School Nursery at The Grove.</p>
APSC125	<p>ANY OTHER BUSINESS</p> <p>None.</p>
APSC126	<p>DATES OF FUTURE MEETINGS</p>

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

	NOTED the date of the next meeting on 3 April 2014.
--	---

David Frith

Chair

Signed by the Chair

Date

This page is intentionally left blank

**MINUTES OF THE ALEXANDRA PALACE AND PARK BOARD
THURSDAY, 13 FEBRUARY 2014**

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

Non-Voting
Representatives: C. Marr, V. Paley and N. Wilmott

Also present: Emma Dagnes – Commercial Director, APTL
Kerri Farnsworth – Director of Property and Regeneration, APPCT
Melissa Tettey – Head of Learning and Development, APPCT
Nigel Watts – Director of Finance and Resources, APPCT
Duncan Wilson – Chief Executive, APPCT

Kevin Bartle – Assistant Director of Finance and Section 151 Officer, LBH
Helen Chapman – Clerk, LBH

MINUTE NO.	SUBJECT/DECISION
APBO339.	<p>APOLOGIES FOR ABSENCE</p> <p>Apologies for absence were received from Denis Heathcote, Richard Hooper and Bob Kidby.</p> <p>Apologies for lateness were received from Cllr Stewart.</p>
APBO340.	<p>URGENT BUSINESS</p> <p>There were no items of urgent business.</p>
APBO341.	<p>DECLARATIONS OF INTERESTS</p> <p>Cllr Hare declared a personal interest as Chair of the Alexandra Park and Palace Allotments Society.</p>
APBO342.	<p>QUESTIONS, DEPUTATIONS OR PETITIONS</p> <p>The Chair advised that a deputation request had been made by Mr Jacob O’Callaghan, relating to the Chief Executive’s report at item 8 of the agenda.</p> <p>Mr O’Callaghan was invited to address the Board and expressed his thanks for the opportunity to speak. He advised that the purpose of his deputation was in relation to recommendations on use of the theatre and charges, as contained within the report of the Chief Executive at item 8 of the agenda, on which the voluntary organisations within the Palace had not been consulted. It was noted that these issues had not been brought for consideration by the joint meeting of the SAC/CC, nor had the organisations affected been consulted directly. Mr O’Callaghan therefore requested the following:</p> <ol style="list-style-type: none"> 1) That the Board defer consideration until the comments of the committees of affected organisations were received;

**MINUTES OF THE ALEXANDRA PALACE AND PARK BOARD
THURSDAY, 13 FEBRUARY 2014**

- 2) That officers meet with the committees of the voluntary organisations within the Palace, in order to formulate a policy that ensures the latter's involvement in future decisions affecting them, and initiate an open discussion concerning whether some or all of their functions are now considered by the officers to be better performed directly by officers of the main charity.
- 3) That the Board note his support the setting up of a fundraising development team, and identification of "champions", provided it includes members of the existing voluntary organisations.

Duncan Wilson, Chief Executive, Alexandra Palace and Park Trust, responded to Mr Callaghan's deputation and advised that the recommendations relating to the charging policy for charities and community groups were intended only to document the approach currently adopted; there was no proposed change to the current policy and it was clear from the report that there would be no changes to the charging policy currently operated, including that in respect of Friends groups. It was confirmed that the Friends groups would continue to be consulted regarding the ongoing works to the theatre and TV studios and that Duncan Wilson was happy to come back to any of the Friends groups to discuss things further. With regard to the third point regarding the establishment of a fundraising development team, it was agreed that this point would be picked up at agenda item 6, report of fundraising consultants.

In response to a question from the Board regarding how the Friends groups could contribute to the regeneration project, Duncan Wilson advised that the outline design proposals would be brought to the Friends groups for feedback, before these were presented to the Board for discussion.

It was made clear that the deputation had been brought by Mr O'Callaghan as an individual resident, and did not represent the general view of the Friends of the Theatre.

APBO343. MINUTES

RESOLVED

- i) That the unrestricted minutes of the Alexandra Palace and Park Board held on 29 October 2013, the special meeting of the Board held on 19 November 13 and the meeting of the Alexandra Palace and Park Panel, held on 16 January 2014 be approved and signed by the Chair.
- ii) That the minutes of the Alexandra Park and Palace Advisory Committee meetings held on 10 October 2013 and 28 January 2014 be received, and the recommendations made by the Committee from both meetings be noted.
- iii) That 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 be received.

**MINUTES OF THE ALEXANDRA PALACE AND PARK BOARD
THURSDAY, 13 FEBRUARY 2014****APBO344. REPORT OF FUNDRAISING CONSULTANTS**

At the invitation of the Chair, Naomi Russell of Wonderbird gave an outline of the company's background and addressed the Board on the content of the report they had produced on the fundraising potential of Alexandra Palace.

- Key recommendations of the report included an additional fundraising target of £7m over five years or so, the need for dedicated fundraising staff and the establishment of a Development Trust or Group as an additional governance structure to support fundraising.
- Duncan Wilson advised that the key actions for the Trust arising from the report were the recruitment of fundraising staff, for which it was noted there was some provision within the HLF Stage 1 funding, and the consideration of setting up a development advisory group or board.
- In response to a question from the Board, it was reported that there had been no confirmation from the Council that they would commit to £7 match-funding, however there had been positive indication regarding the match-funding of at least £5m.
- The Board asked about the relationship between the Board and the proposed development board, and whether there would be a role for Trustees on this new body. Duncan Wilson advised that the development board would act as an advisory group with no executive functions, but would report directly into the Board and make recommendations for the Board's consideration. The Board would continue to set the strategic direction for fundraising, which the development board would be tasked with delivering. The role of Trustees in relation to the development board would need to be determined, and it was agreed in general that there was a need to clarify formally the precise relationship between the Board and proposed development board.
- Duncan Wilson advised that the intention would be to report back to the Board in June 2014 on the proposed governance structure in relation to a development board, in order to agree a way forward.
- The issue of the perception of the historic debt was raised, and it was agreed that it was essential for donors to be assured that any donations made would be used for the specific purpose intended, rather than supporting the underlying deficit.
- In response to concerns that it had not been possible to bring this item to the recent meeting of the Joint SAC/CC, it was noted that this was the very beginning of the process. While the timing had been such that it had not been possible to take it to the January meeting, it was acknowledged that the advice of the SAC/CC was needed, and this did not preclude the matter coming to a future meeting for discussion.
- It was anticipated that there would be some concern amongst the smaller groups that those donating larger amounts would have a proportionally greater influence, and that the management of the relationship between the Friends groups and the development board would be very important. It was noted, however, that the HLF would remain the most significant donor overall, with a focus on community use that was in line with the aims of the Friends. In response to these concerns, Naomi Russell advised that it was likely that most donations would come from bodies such as trusts and foundations, who would not wish to exert an active influence over the way in which affairs at the Palace were managed.

**MINUTES OF THE ALEXANDRA PALACE AND PARK BOARD
THURSDAY, 13 FEBRUARY 2014**

- The Chair permitted Mr O'Callaghan to address the Board in relation to point 3 of his deputation regarding the establishment of the development team. Mr O'Callaghan stated that he welcomed the report, although had reservations regarding the issue of naming rights and strongly endorsed the point that there was a need to address the perception that money donated may go towards the debt; otherwise he was in agreement that there was a need to establish a separate development team, and hoped that the fundraising group would engage positively with the existing Friends groups.
- The Board asked about the issue of brand identity as set out in the report, and how Wonderbird saw this developing; one of the strengths of the Palace was that it represented different things to different people. Naomi Russell advised that it was intended to create a more coherent picture around community activities at the Palace as well as the commercial events, and giving people an idea of how they would spend a whole day at the Palace.
- In terms of strengthening the brand, Duncan Wilson advised that there was a need for more work to bring together the identities of the Trading Company and the Trust and to combine the messages around the commercial and community benefits. This was in hand.
- It was suggested that referring to a separate 'development board' may be misleading in respect of governance arrangements, and that it might be preferable to call the new body something different in order to emphasise the advisory nature of this body and its subordinate position in relation to the Board. It was agreed that this point be taken into consideration.
- Regarding the diagram of stakeholder groups, as set out at page 9 of the Wonderbird report, it was suggested that technology, innovation and future technological developments were areas missing from this picture, and Naomi Russell agreed that this was an area that could be researched further.

The Board considered the recommendations of the report and it was:

RESOLVED

- i) 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;
- ii) That APPCT 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;
- iii) That the Trust consider setting up a separate development advisory group 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.

In agreeing the recommendations, the Board reiterated its previously-granted approval for the Trust to commence the recruitment of a Fundraising Manager, and it was also noted that in developing the detailed governance proposals for

**MINUTES OF THE ALEXANDRA PALACE AND PARK BOARD
THURSDAY, 13 FEBRUARY 2014**

	<p>consideration by the Board, an appropriate title for the 'development board' would be considered.</p>
<p>APBO345.</p>	<p>FIREWORKS PROPOSAL</p> <p>The Board considered the report on the review of the Fireworks 2013 and recommendations for the 2014 event as circulated and presented by Emma Dagnes.</p> <ul style="list-style-type: none"> • In response to a question from the Board regarding how separate ticketing for the fireworks and beer festival would work in practice, it was reported that it would be possible to buy a fireworks ticket without a beer festival ticket, but not the other way round. Having separate ticketing for the beer festival would enable greater control of numbers for this event. • In response to a question regarding whether there was any scope for increasing the overall capacity for the fireworks event, Emma Dagnes advised that this issue was being discussed with the Council's licensing team and the Safety Advisory Group. It was confirmed that the event would again operate on admission by pre-sold tickets only. • It was noted that the SAC/CC had made comments at the January meeting; Emma Dagnes advised that these were covered in the report to the Board in terms of the recognition of the issues that had arisen last year, and the lessons to be learned for future events. <p>RESOLVED</p> <ol style="list-style-type: none"> i) That the Board take note of the review undertaken from 2013, the lessons learned and how they inform the revised approach for 2014; ii) That the Board note 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; iii) That the Board note 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 sought from the Alexandra Park and Palace Board for the 2014 event. iv) That the Board note that the body of information regarding the 2013 event has been presented to the SAC and CC prior to the APPCT meeting on 28th January, and note the views of the SAC and CC as presented at the Board meeting. v) That, on the basis of the proposal in this paper the Board agree that the event should go ahead in 2014.
<p>APBO346.</p>	<p>CHIEF EXECUTIVE'S REPORT</p> <p>The Board considered the report of the Chief Executive, Alexandra Palace Charitable Trust, as circulated. Duncan Wilson presented the report, and the following points and comments arose during discussion of the report:</p>

**MINUTES OF THE ALEXANDRA PALACE AND PARK BOARD
THURSDAY, 13 FEBRUARY 2014**

Theatre events run by the Trading Company

- One event had already taken place in the theatre (an advertisement shoot), and this had been very successful. It was confirmed that the Trading Company would be very selective regarding the types of events approved, and that these were likely to be small, private hire, events such as promotional shoots and a limited number of small public events.
- The intention was to use such events to raise the profile of the theatre, and to recover the costs of making the theatre safe incurred in 2013 and early 2014.
- It was confirmed that the number of public events that could be held was limited to 10 per year, as above this limit it would be necessary to apply for a Premises Licence from the Council's licensing team.

Theatre profile-raising event

- This event had been confirmed for 2 April 2014, and it was hoped that all Board Members would be able to attend. Invitations were due to be issued next week.

Charging Policy for charities and community groups

- This issue had been discussed earlier in relation to the deputation from Mr O'Callaghan. The Board was asked to confirm that they were content with the current policy.

Learning and Community Update

- Melissa Tetley advised that the research for the 'War on the Home Front' temporary exhibition and schools programme had been completed by the volunteer team and had produced some excellent information.
- There had been good feedback from the recent history tours, and there were currently over 180 people on the waiting list for future tours. It was hoped that the next round of tours could be run in April/ May 2014, and on a quarterly basis thereafter.
- It was confirmed that the exhibition would be open for 2.5 / 3 days per week, on both a pre-booked and drop-in basis.
- The Board expressed thanks to Melissa Tetley and Isobel Aptaker for their important work with the learning and community programmes.
- Nigel Wilmott felt that the volunteers leading the tours had been enthusiastic and knowledgeable, and that the script developed by Isobel Aptaker was excellent. It was agreed that the script should be circulated to the Board for information, and it was also suggested that a special tour should be arranged for the Board, SAC and CC members.

APPCT/LBH debt write off update

- It was unlikely that the situation would be resolved before the election in May, however it was hoped that there would be a favourable resolution in the new municipal year. It was noted that the position of the regeneration work at the Palace had moved on significantly since May 2013 when the

**MINUTES OF THE ALEXANDRA PALACE AND PARK BOARD
THURSDAY, 13 FEBRUARY 2014**

Board had previously requested that this matter be considered by the Council, and the Board felt that there was now more evidence of the importance of the historic debt issue being resolved in order to progress the regeneration project.

- It was agreed that a letter be sent on behalf of the Board, re-stating the case for the matter to be addressed as quickly as possible. The Chair would produce a draft of the letter and circulate it to the Board for approval.
- In response to a question regarding the reason for the delay in resolving this issue, Duncan Wilson advised that initially there had been some technical questions which had required consideration by officers, but that it was understood that the decision now lay with Members.

Car park study

- Further testing would be undertaken in Spring, and a report would be brought back to the Board for consideration in June or July 2014.
- In response to a question as to whether there had been a marked change in parking patterns since the introduction of the Palace Gates CPZ, it was reported that the spaces at the east end of the Park near the station had always been busy with commuter parking, and this remained the case. One of the tests to be undertaken was whether the introduction of meters for these particular bays would cause people to park elsewhere in the Park, although it was felt that if charging were to be introduced, this would probably need to be on a comprehensive basis.

Other matters

- In response to a question regarding the historic stage machinery acquired by the Palace, as reported on in October, it was confirmed that the Palace would retain this equipment, although a decision had not yet been made as to how this would be used.
- Duncan Wilson advised that there was no update on the potential BBC documentary, as reported in October.
- It was confirmed that the Interpretation Strategy had now been submitted to consultants to develop the Plan, and that they had also been provided with Clive Carter's paper on the Baird Studio.

RESOLVED

- i) That the Board approve the use of the theatre for occasional commercial and charitable events, and confirm the policy on charging.
- ii) That the Chair draft a letter to the Council regarding the importance of resolving the matter of the historic debt, and circulate this to the Board for approval, prior to its circulation on behalf of the Board.

APBO347. REPORT OF THE COMMERCIAL DIRECTOR, APTL

The Board considered the report of the Commercial Director, APTL, as circulated. The following points were raised in discussion of the report:

**MINUTES OF THE ALEXANDRA PALACE AND PARK BOARD
THURSDAY, 13 FEBRUARY 2014**

	<ul style="list-style-type: none"> • It was probable that the Palace would not be hosting the Ping Pong Championships next year, however the possibility of introducing squash into the events programme was being explored. • There were currently ten days of live music booked for the coming year, representing the strongest performance for live music bookings yet. • Work on the redesign of the Beach area had now commenced. • In response to a question from the Board, it was confirmed that the 2014 EU elections would be held at the Palace. • The Board acknowledged that the positive indications for bookings for next year was a strong sign of the business moving in the right direction. <p>RESOLVED</p> <p>That the Board note the contents of the report.</p>
<p>APBO348.</p>	<p>REPORT OF THE DIRECTOR OF REGENERATION AND PROPERTY</p> <p>The Board considered the report of the Director of Property and Regeneration, Alexandra Park and Palace as circulated. The following points were covered in the presentation of the report by Kerri Farnsworth, and Board discussion:</p> <p><u>Regeneration programme</u></p> <ul style="list-style-type: none"> • Duncan Wilson advised that it was particularly encouraging that the BBC were considering the Palace as a venue for forward-looking projects. • In terms of timetable, it was reported that the date for the Regeneration Strategy Group workshop had been sent for 7 April 2014, with wider public consultation set for the end of the Summer 2014. The submission of the Stage 2 HLF funding request was anticipated for December 2014. • In response to a question as to whether the meeting with the Charity Commission had taken place, as reported in October 2013, it was confirmed that this had now happened. The main purpose of the meeting had been to alert the Charity Commission that there may be a forthcoming proposal which would require public consultation. • In response to the report that Pinsent Masons had been recruited as specialist lawyers to advise on the scope and structure of the formal approach to market for the hotel-based opportunity at the western end of the Palace, the Board asked about the nature of the development partner that was envisaged for this work. It was reported that nothing was being ruled out in terms of the development partner arrangements at this stage, and that Pinsent Masons had been engaged to provide expert guidance on all options. Duncan Wilson advised that the SAC, CC and the Board would all be consulted on the eventual proposal which should be brought to the market, but made it clear that none of the areas covered by the HLF project could be offered for commercial development. It was noted that this would be a critical stage of the work, and that clear, timely reporting would be an essential element of the decision-making process. • In response to further questions regarding the procurement process for the commercial development, it was advised that this was likely to be a two-stage process, with a qualitative pre-qualification phase, producing a shortlist, followed by a secondary competitive dialogue tender stage. Outlining the options for procurement was part of the work that Pinsent

**MINUTES OF THE ALEXANDRA PALACE AND PARK BOARD
THURSDAY, 13 FEBRUARY 2014**

Masons were undertaking.

- Colin Marr raised a number of points of concern. In summary, these were that he thought the brief given to lawyers to advise on the sort of development partnership the Trust might want to pursue seemed to favour a single partnership model covering both a hotel and other commercial activities in the major parts of the Palace, which he thought was inappropriate. Also that he felt the Board had not been sufficiently well informed about the approach being taken to give its full support to it, and that more consultation should have taken place.
- Duncan Wilson stated that he believed that both the SAC/CC and the Board were well aware that work was being done on the market testing exercise, but that it was necessary for such work to outline all the options as authoritatively as possible as a matter of due diligence before they were put before both groups later in the summer. This was the work which was now in progress. Every effort had been made to keep the Board fully informed to date, and it was reported that there would be further opportunity to discuss the commercial developer-partner approach, once the work of Pinsent Masons was complete.
- Kerri Farnsworth advised that it was not the case that the use of the wording 'a developer' indicated any intent that the preferred way forward would be a single developer, and that this form of wording was purely the recognised industry standard. Pinsent Masons were tasked with exploring all of the available options and reporting this back for consideration. It was emphasised that no decision had yet been made regarding the approach to be taken, and once Pinsent Masons had reported back on the options, this would be the issue for discussion by the SAC, CC and the Board.
- In response to a question regarding the role of the HLF Collections Management Planner as set out in the forward programme, it was reported that this would be an external report that would advise on the curatorial policy. It was noted that this was a requirement of the HLF.

Fabric Conservation

- The repairs required as the result of recent heavy rain and high winds were now estimated to cost around £20-30k, as opposed to the £40-60k as set out in the report. It was advised that the majority of these costs would be met from insurance.

Park update

- With regard to the proposed replacement of fencing along the boundary of Redston Field with something more robust, it was suggested that reinforcement of the bottom of the fencing only was necessary.
- Since the report had been written, a response had been received from the Council regarding Dog Control Orders; the Team Leader working on this project had left the Council and had not been replaced, and it had been confirmed that a full response would be provided by 28 February 2014.
- Since the report had been written, a discussion had been held with the Council regarding the Campsbourne Play Centre. It had been agreed that the Council would underwrite up to £75k of the cost of dilapidations, and that the Trust could therefore take on the lease. The Board welcomed this development.

**MINUTES OF THE ALEXANDRA PALACE AND PARK BOARD
THURSDAY, 13 FEBRUARY 2014**

- It was reported that the tender documents for the S106 project would be issued next week, and it was intended that work commence at the beginning of May for a 10-week period.
- Due to the recent weather, the planting of poppies for the WW1 commemoration had been postponed to the last week in February. It was reported that efforts were being made through the Trust's Community Engagement and Learning team to involve local schoolchildren in the planting.

RESOLVED

That the Board:

- i) Note the updates on regeneration of Alexandra Palace, including HLF project and commercial development opportunities, plus the forward work programme for 2014;
- ii) Note progress on fabric maintenance;
- iii) Note the position with the current outsourced facilities management service provider and endorse the decision to continue to outsource security services;
- iv) Note the current situation with the Palace's fire detection system and delegate authority to the Chief Executive for the final decision on phased replacement;
- v) Endorse 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 and Park;
- vi) Note the positive feedback regarding the overnight gate closures and agree to continue the policy indefinitely;
- vii) Endorse the recommendations re the Council and Dog Control Orders;
- viii) Note the updates regarding the Garden Centre, Campsbourne Play Centre, and the s106 scheme in the south east corner of the park;
- ix) Note the current position in the Garden Centre lease and underlease;
- x) Note the advice from and resolution of the Advisory and Consultative Committees;
- xi) Agree 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;
- xii) Note and endorse the proposed WW1 commemoration poppy scheme.

**MINUTES OF THE ALEXANDRA PALACE AND PARK BOARD
THURSDAY, 13 FEBRUARY 2014**

<p>APBO349.</p>	<p>REPORT OF THE FINANCE AND RESOURCE DIRECTOR - TRUST FINANCIAL RESULTS FOR 9 MONTHS ENDED 31 DECEMBER 2013 The Board considered the report on the Trust financial results for 9 months ended 31 December 2013 as circulated and presented by Nigel Watts.</p> <p>RESOLVED</p> <p>That the performance of the Trust for the nine months ended 31 December 2013 be noted.</p>
<p>APBO350.</p>	<p>REPORT OF THE FINANCE AND RESOURCE DIRECTOR - TRUST BUDGET 2014/15 The Board considered the report on the Trust budget 2014/15 as circulated and presented by Nigel Watts. The following points were raised during discussion of this item:</p> <ul style="list-style-type: none"> • The Board asked about the Panorama Room replacement, as mentioned in the report. Nigel Watts advised that the Panorama Room occupied the site of the proposed hotel development and would therefore need to be demolished before development work could commence. Although a temporary structure, the Panorama Room was an essential space for the trading company business, and it was therefore necessary to have constructed a permanent replacement for this space elsewhere on the site, prior to the demolition of the Panorama Room, in order to provide business continuity. <p>RESOLVED</p> <p>That the Board approve the outline budget.</p>
<p>APBO351.</p>	<p>ANY OTHER UNRESTRICTED BUSINESS THE CHAIR CONSIDERS TO BE URGENT There were no new items of unrestricted urgent business.</p>
<p>APBO352.</p>	<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 15 to 18 as they contain 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 person (including the authority holding that information).</p> <p>SUMMARY OF EXEMPT ITEMS</p> <p>MINUTES</p> <p>RESOLVED that 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 be approved and signed by the Chair.</p>

**MINUTES OF THE ALEXANDRA PALACE AND PARK BOARD
THURSDAY, 13 FEBRUARY 2014**

APTL PERFORMANCE

The accounts for APTL and the Trust for the nine months ended 31 December were noted.

BUSINESS PLAN

The conclusions of the business planning exercise were noted and approved.

EXEMPT URGENT BUSINESS

There were no new items of exempt urgent business.

The Board noted that this was the final Alexandra Palace and Park Board meeting for the Chair, Cllr Cooke, and for Cllr Stewart, Cllr Williams and Cllr Scott. The Board expressed its recognition and thanks for their services to the Board over the years.

The meeting closed at 10.35pm.

COUNCILLOR MATT COOKE

Chair

**Joint Meeting of the Alexandra Park & Palace Statutory Advisory
Committee and Consultative Committee**

8th April 2014

Report Title: **Review of membership, Consultative Committee**

Report of: Duncan Wilson, Chief Executive Alexandra Park and Palace

1. Purpose

1.1 To set out recommendations arising from review of CC membership, for decision by the APPCT Board at their next meeting, in June 2014

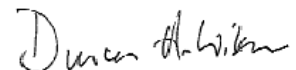
2. Recommendations

2.1 That the CC endorses the proposals to delete a body which has ceased to exist since the last review

2.2 That the CC endorses proposals to delete a number of bodies who have failed to meet the criteria for submission of minutes, or who have indicated they no longer wish to send a representative

2.3 That the CC considers in principle seeking representation from the education sector, important to the delivery of the Trust's charitable objectives

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 The last review of CC membership was in 2011

3.2 This paper includes some sensible housekeeping and tidying up measures, as well as opening up the possibility of making the membership more inclusive and representative of the Trust's charitable purposes.

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

4.1 N/A

5. Local Government (Access to Information) Act 1985

5.1 N/A

6. Background

- 6.1 The CC's current membership list is attached for reference at Appendix 1.
- 6.2 The CC's constitution is attached at Appendix 2. A representative from one of the Borough's schools with an interest in learning at Alexandra Palace would be consistent with criterion 2 (ii) (b) of the existing constitution.
- 6.3 The following organisation has ceased to exist:
Alexandra Palace Amateur Ice Skating Club
- 6.4 The following organisations have failed to send the documents required to confirm membership or representation:
Alexandra Palace Angling Association, Alexandra Palace Garden Centre, New River Action Group

7. Legal Implications

- 7.1. The Council's Assistant Director Corporate Governance has been consulted in the preparation of this report, and makes the following comments.
- 7.2. Clause 2(viii) of the Consultative Committee's Constitution, sets out the circumstances under which a member of the Committee can cease to hold that position, namely "resignation, removal or otherwise".
- 7.3. Clause 2(ix) of the Consultative Committee's Constitution, sets out the circumstances under which a member of the Committee can be removed from that position, namely a failure to "supply information concerning their membership, constitution and activities" following a request to do so made by Secretary to the Committee.
- 7.4. In light of the contents of paragraph 6.4 of the report, it would be appropriate for the Committee to consider the exercise its power to remove the named members for the reasons given

8. Financial Implications

The Council's Chief Financial Officer notes the contents of this report and has no additional comments to make.

9. **Use of Appendices**

9.1 **Appendix 1: Current CC membership**

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

Appointed Members:

Councillor Cooke
Councillor Christophides
Councillor Egan
Councillor Hare
Councillor Scott
Councillor Stewart
Councillor Williams

9.2 APPENDIX 2

***London Borough of Haringey
Alexandra Park and Palace Charitable Trust***

ALEXANDRA PALACE AND PARK CONSULTATIVE COMMITTEE

CONSTITUTION

1. OBJECT

1. To give representatives of appropriate local and national organisations the opportunity of full discussion on general matters affecting Alexandra Palace and Park.
2. To give the Board of Charity Trustees the opportunity of discussion and explaining to the organisations matters affecting the overall policy and efficient management of Alexandra Palace and Park.
3. To promote better understanding between the Board of Trustees, the Palace management and local organisations.
4. To enable appropriate local (and national) organisations to participate in decisions of direct concern to them.
5. To further the Alexandra Palace and Park as a conservation area.

2. CONSTITUTION

1. TITLE

The Committee shall be called "The Alexandra Palace and Park Consultative Committee".

2. ORGANISATION

(a) Membership

- (i) The Board of Charity Trustees shall be the representatives of the Charitable Trust.
- (ii) Organisations which fulfil the criteria set out in sub-paragraphs (a) to (e) below shall be eligible to apply for membership of the Consultative Committee. Such application shall be made to the Alexandra Palace and Park Board for approval.
 - (a) Local residents associations, properly constituted, whose membership includes at least 50 households resident within Alexandra, Bounds Green, Fortis Green, Hornsey, Muswell Hill and Noel Park Wards of the London Borough of Haringey.
 - (b) Local organisations which are not residents associations but which demonstrate a sufficient interest in the Palace as an historic building or an interest in the use of the Palace and

Park for leisure and recreation purposes or an interest in the dissemination of information about the Palace and Park.

- (c) National organisations which demonstrate a sufficient interest as defined in (b) above.
 - (d) Lessees for the time being of the London Borough of Haringey within the Alexandra Palace and Park; and
 - (e) Trade Unions representing staff employed by the London Borough of Haringey at Alexandra Palace and Park.
- (iii) Where an organisation has been accepted for membership of the Consultative Committee it shall be entitled to nominate a representative as follows:
- (a) Local and national organisations – One named representative with full voting powers.
 - (b) Lessees – One named non-voting representative
 - (c) Trade Unions – One named representative with full voting powers.
- (iv) There shall not be more than 30 associations appointed to membership of the Consultative Committee at any one time.
- (v) For the avoidance of doubt it is hereby declared that:
- (a) Where a Charity Trustee ceases to hold that position he/she shall cease to be a Member of the Consultative Committee and their successor shall automatically become a Member.
 - (b) Where a lease has come to an end by effluxion of time or otherwise the lessee shall no longer be entitled to membership of the Consultative Committee; and
 - (c) Where any person ceases to be the duly appointed representative of a local or national organisation, lessee or Trade Union, she/he shall not be entitled to membership of the Committee and the organisation shall be entitled to nominate a successor.
- (vi) Membership of the Consultative Committee from residents and local organisations shall be elected following nomination by voting at their A.G.M or at a general meeting to which all paid up membership is invited.
- (vii) Organisations accepted for membership of the Consultative Committee shall notify the Secretary of the name of their representative and deputy before the first Consultative Committee meeting of each Municipal Year. If for any reason neither the representative nor the deputy can attend a meeting of the Consultative Committee the organisation shall, wherever possible,

inform the Secretary to the Consultative Committee before the meeting of the name of the person representing them.

- (viii) In the event of a vacancy arising, whether by resignation, removal or otherwise, applications for membership to fill the vacancy shall be considered within six weeks or as soon as reasonably possible thereafter.
- (ix) Organisations accepted for membership of the Consultative Committee shall, if requested by the Secretary, supply information concerning their membership, constitution and activities. Such information will usually be requested to be submitted not later than one month before the first meeting of the Consultative Committee in each Municipal Year. When requested, organisations should provide summaries of their objectives in relation to the running and any future developments at the Palace and Park.

(b) Chair

- (i) The Chair of the Consultative Committee shall be elected from the Full Membership of the Consultative Committee, at its first meeting after the commencement of each Municipal Year for 1 year and hold office until the first meeting of the following year.
- (ii) In the event of the Chair not being present at the meeting, the Consultative Committee shall elect a Chair for the meeting.

(c) Deputies

Any Member of the Consultative Committee unable to attend a meeting may be represented at that meeting by a duly qualified deputy, provided that such Member or the deputy gives notice to the Secretary before the meeting.

(d) Secretary

The Head of Local Democracy and Member Services or their representative shall be the Secretary to the Consultative Committee.

(e) Officers

Officers of the Charity shall attend meetings of and give advice to the Consultative Committee at the invitation of the Chair.

3. REPRESENTATION ON THE ALEXANDRA PALACE AND PARK BOARD

The Consultative Committee shall nominate three of its Members by majority vote of all Members present at the Consultative Committee, to act as representatives on the Board, without voting powers, but with an obligation to report the views of the Consultative Committee to the Board and decisions of the Board to the Consultative Committee.

4. TERMS OF REFERENCE

The Consultative Committee shall be primarily consultative in nature. Every aspect of Alexandra Palace and Park shall be open to discussion and consideration by the Consultative Committee.

5. RULES

- (i) The Consultative Committee shall meet at least three times a year, but a special meeting shall be called by the Secretary within seven days of receipt by him/her of a requisition signed by the Chair or on behalf of a majority of Member organisations, that meeting to be held within three weeks of receipt of the requisition.
- (ii) All meetings of the Consultative Committee shall be open to the press and public unless otherwise agreed by the Consultative Committee.
- (iii) Any Member of the Consultative Committee may request an item to be placed on the agenda for the next meeting. The matters to be discussed at a meeting of the Consultative Committee shall be determined by the Chair and stated upon the notice summoning the meeting. At the conclusion of each meeting the Chair may permit questions or comments upon matters of which notice has not been given provided they do not require a substantial decision from the Consultative Committee at that meeting and provided this could not more conveniently be referred to the next meeting. Individual management matters shall not be brought to the Consultative Committee unless the organisation concerned has first raised the matter with the General Manager, Alexandra Palace without satisfactory results.
- (iv) Meetings shall normally be held at Alexandra Palace and shall commence at 7.30 pm and terminate by 9.30 pm.
- (v) There shall be minutes taken of all meetings of the Consultative Committee for circulation to all Members of the Consultative Committee. The Minutes shall be submitted to the next or subsequent meeting of the Consultative Committee. Any recommendations shall be submitted to the Alexandra Palace and Park Board.
- (vi) Recommendations shall be arrived at only by agreement of a majority of Members entitled to vote. Voting shall normally be by show of hands.
- (vii) Any matter not provided in the rules and any question of interpretation shall be determined by the Alexandra Palace and Park Board.
- (viii) This Constitution as amended came into force on 24 November 1980 when it was approved by the Council. Any further amendment shall require the approval of the Alexandra Palace and Park Board and be reported to Council.

(Last amended by the Alexandra Palace and Park Board on 18th October 2011 and confirmed by Full Council on 21 November 2011)

This page is intentionally left blank

Report Title: **Report of the Chief Executive, Alexandra Park and Palace**

Report of: Duncan Wilson, Chief Executive Alexandra Park and Palace

1. Purpose

- 1.1 To inform SAC/CC members about recent and forthcoming events
- 1.2 To provide a full copy of the consultant's report on fundraising
- 1.3 To outline a proposed policy on sponsorship and seek endorsement for the Board meeting in June 2014
- 1.4 To update the Committees on learning and community programmes

2. Recommendations

- 2.1 That the SAC/CC notes the events report and welcomes the positive trends it outlines;
- 2.2 That the SAC/CC note the report on fundraising, following the discussion at the last meeting about the proposed development advisory group and recruitment of a fundraising officer
- 2.3 That the SAC/CC notes the proposed policy on sponsorship and naming rights and endorses it to the main Board
- 2.4 That the SAC/CC notes recent progress with the Trust's learning and community programmes

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

Duncan Wilson

Contact Officer: Duncan Wilson, Chief Executive Alexandra Palace and Park 020 8365 4340

3. Executive Summary

- 3.1 Recent events have continued to underpin a business model at the Palace which builds on the previous year. There are a number of new events in the forthcoming calendar.
- 3.2 The Trust is starting an organised fundraising programme with the appointment of a dedicated fundraising officer for the first time. The potential is significant as outlined in the independent report attached, but will take some time to realise as approaches to potential donors need to be carefully managed and coordinated.
- 3.3 The Trust is also taking the first steps in exploring the potential for sponsorship of the Park and Palace. Our proposed approach is outlined in detail at Appendix 12.2.
- 3.4 Progress with guided tours and volunteering initiatives has been encouraging, and is outlined at para. 9 below.

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

N/A

5 Local Government (Access to Information) Act 1985

N/A

6. EVENT SALES HIGHLIGHTS

January 2014 – March 2014

6.1 Exhibitions and Shows

The 2014 exhibition calendar opened with the inaugural Southern Homes Show event in the West Hall. The exhibition offered inspirational design ideas, renovation tips, energy saving solutions, and the latest products and services for the home. There were workshops and seminars and visitors were also given the opportunity to get advice from experts and book one-to-one consultations with professionals including architects, project managers, landscape architects, interior designers and building control managers. Over 3,500 visitors attended the show over 3 days and negotiations are currently under way for the show to return next year.

Primary Care Nursing Expo was another new client exhibiting in the West Hall in February. Organised by MA Healthcare, the publisher of leading primary care nursing titles, this interactive exhibition offered delegates the opportunity to experience eight different therapy-specific zones and encouraged practical knowledge to take back to the workplace. The sales team upsold our own shell scheme and catering for the event which worked well and the Client is already in negotiation to return next year with the possibility of moving their Wound Expo to Alexandra Palace also.

In March 4000 girl guides gathered together in the West Hall and Great Hall across two days for the Girl Guide Thinking Day 2014. This is the biggest gathering of girl guides within an indoor venue and offers attendees two full days of activities and workshops commemorating World Thinking Day. Feedback was very positive and encouraging and the sales team will be meeting the client in the next few weeks to discuss further ways of working together in the future.

6.2 Live Music

To date Alexandra Palace has hosted concerts by A Day to Remember, Foals, Bastille and Disclosure. A Day to Remember attracted a teenage / young adult audience numbering 7,500 and Foals played two sold out nights over the valentine's weekend in February. A number of additions were made to the backstage bar to encourage VIP attendance pre and post-concert and Foals posted a photo of them playing table tennis online later in the evening.

Bastille's number 1 album 'Bad Blood' was the biggest selling debut album of 2013. Their gig at Alexandra Palace in March was the culmination of their 2014 UK tour and the biggest venue the band had ever played. 10,000 people attended the event which garnered a lot of positive feedback on social media throughout the night.

Disclosure have had a meteoric rise and have gone from performing to 150 people at Dalston Rooftop to 10,000 people at Alexandra Palace in just 18 months. The demographic on the night was different to what was predicted; a 70:30 female to male ratio when a 50:50 split was expected, and a wide variety of ages. The promoter and tour manager were very impressed with the building and asked the event manager lots of questions about the heritage and history. The backstage bar was a great success after the gig as members of the band DJ'd and entertained the crowd in the Palace Suite.

6.3 Live Sport

2014 sport at Alexandra Palace began on the 4th January with the Championship Ping Pong tournament which was also broadcast on Sky Sports. Around 1000 people attended each day of the weekend event up on last year's figures.

The World Snooker Masters ran from 12th -19th January and saw up to 1,500 visitors each day, also a significant increase in footfall on previous years. Ronnie O'Sullivan proved a popular winner with the BBC also reporting an increase in viewing figures.

6.4 Future Events

Please note that a Drive in Cinema will be taking place between 31st March and 4th April. There will be a maximum number of cars allowed in the Pavilion car park for this ticketed event and all sound will be delivered via car stereos. Alexandra Palace hosted a successful Drive in Cinema previously in 2011 and we anticipate minimal additional noise, aside from a 30 second PA informational announcement prior and post screening. Each film is scheduled to finish before 10pm there will be security on site throughout the event.

Date	Event
Saturday 15th March	Haringey Racers hockey match
Saturday 15th March	Queensbury Boxing NEW
Sunday 16th March	Farmers Market
Thursday 20th - Sunday 23rd March	London Festival of Modelling
Friday 28th - Sunday 30th March	Edible Garden Show NEW
Sunday 30th March	Farmers Market
Monday 31st - Friday 4th April	Drive in Cinema NEW
Friday 4th - Sunday 6th April	You Me At Six Live Music Concert
Sunday 6th - Friday 11th April	Drive in Cinema NEW
Saturday 5th April	Haringey Racers hockey match
Sunday 6th April	Haringey Racers hockey match
Monday 7th - Tuesday 22nd April	The Great Russian Circus Ltd
Thursday 10th - Sunday 13th April	Big Stamp
Friday 25th - Sunday 27th April	Segway
Saturday 10th - Sunday 11th May	Antiques
Friday 16th - Sunday 18th May	Segway
Friday 23rd - Sunday 25th May	Tattoo Show
Friday 23rd - Tuesday 27th May	Lakeside Art Show
Saturday 7th - Sunday 8th June	Nightrider Charity Cycle Event
Thursday 19th - Sunday 22nd June	Haringey Boxing

7 Fundraising

- 7.1 The fundraising report by Wonderbird associates is attached at Appendix 12.1. It underlines the potential of the Trust as a body for raising private and charitable contributions to our emerging heritage and learning programmes. The first step will be recruiting a full time fundraising officer which is now in train. As reported at the last meeting there is also a recommendations to seek out some influential fundraising "ambassadors" who would be prepared to make approaches (NB this is not intended to be another advisory committee, nor to have any executive authority).

The starting point will of course be a set of well-defined projects with potential for fundraising. At present we are early on in the “work in progress” stage.

8 Sponsorship

- 8.1 Most events venues, including many run by local authorities, now see sponsorship and naming rights as an essential income stream. If Alexandra Palace is to compete with other venues as it must, and generate sufficient funds to invest in restoring and updating its fabric and facilities, this issue now needs to be addressed.
- 8.2 This policy does not deal with individual event sponsorship, eg for the darts or Red Bull’s outdoor events, which is already handled by event promoters and is part of their package.
- 8.3 The proposed policy (attached at Appendix 12.2. below) addresses the parameters which we should adopt in considering proposals for venue sponsorship, including those associated with naming rights. It also articulates the definitions of sponsorship including category sponsors and partners. We have suggested below some ways of approaching this which would protect Alexandra Palace’s values whilst allowing us potentially to raise significant sums from associations with companies or brands whose image would reinforce our own. The policy also outlines the approval structures for sponsorship opportunities by the Board of Trustees

9 Learning and Community

9.1 History Tours

A further two days of History Tours have been announced, on Saturday 12th and Sunday 13th April. During the week commencing Monday 10th March an email will be sent to 194 people currently on the waiting list giving them 48 hours advance notice to purchase their tickets prior to public release. There are 480 places in total on the tours over two days and we anticipate with a month’s lead-in time due to popular demand the event will sell out.

To support the Learning and Community team in the delivery of the History Tours an additional 11 volunteers have been recruited. The volunteers will support us in the following roles:

- leading tours, and acting as stewards
- encouraging visitors to complete evaluation forms and
- providing front of house support.

Two training days have been organised for early April to ensure our team are confident with Health & Safety procedures and meet our expectations of high quality customer service.

Board and SAC/CC Members will be offered the opportunity to attend a History Tour in either June or July prior to the Board or SAC/CC meeting.

9.2 Alexandra Palace: War on the Home Front HLF project

The majority of the redecoration work to the Transmitter Hall has now been completed and we have now ordered tables, chairs and an interactive white board.

Our team of 6 research volunteers have been visiting local and national archives for the last 6 weeks looking at material relating to the Park & Palace as a refugee and enemy internee camp. On our current timetable the exhibition research will be completed by the end of May. Then the research will be pulled together to write the interpretation panels and develop the learning and community programme.

Doctor Johnson's House museum have offered two display cases on permanent loan which were originally purchased by the British Museum. We are now moving forward with the Memorandum of Understanding with the private collectors working with the Collections Care Development Officer from the Museum of London who will be assisting us with the appropriate environmental conditions for each object.

9.3 Learning Programme

The Learning programme has proved popular with schools and community groups below are list of bookings scheduled using the Transmitter Hall March-May 2014.

Bounds Green Primary School – Friday, 28th February (outreach)
Enfield Probus – 20th March
St Ann's CE - 2 April
London Explorers Club – 7th April
Hornsey Historical Society – 16th April
Norfolk Home Educators Group – 7th May
8th Muswell Hill Cubs – 16th May
Staff Meeting St Pauls' and All Hallow (Tottenham) - 19th May
Hertfordshire Association of Museums Visit – 20th May

9.4 Volunteering Update

The Volunteer Handbook has recently been revised and circulated to SAC/CC and Board members.

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

The Council's Chief Financial Officer notes the contents of this report and has no additional comments to make.

12 Use of Appendices

12.1 **Fundraising (under a separate cover)**

13 Proposed Alexandra Park and Palace Sponsorship Policy

13.1 Introduction

The purpose of this sponsorship policy is to outline the framework which Alexandra Park and Palace employees, agencies and consultants will work to when investigating, negotiating and securing sponsorships and partnerships on behalf of Alexandra Park and Palace. The policy also outlines the approval structure which any opportunity would need to undergo to achieve final approval.

Disclaimer

Due to the nature of the business at Alexandra Park and Palace, there needs to be proper demarcation between sponsorships and partnerships entered into on behalf of the organisation and those sponsorships and partnerships which are brought to Alexandra Park and Palace by event organisers, promoters and other clients. This policy is only relevant to those agreements which require Trustee Board Approval and do not refer, restrict or constrain those sponsorships and partnership entered into by our clients. For the avoidance of doubt examples would be, Ladbrokes sponsorship of Darts, Heineken Holland House, RedBull Soap Box Derby, partners who support or sponsor exhibitions and all other events at Alexandra Palace and Park (this is not an exhaustive list).

Objectives¹

- To ensure that our position and reputation are adequately protected
- To ensure that we adopt a consistent and professional approach
- To ensure best value is obtained and provided in sponsorship and partner arrangements – including any arrangements made where we receive either money or a benefit in kind
- To protect the Trustees, Members and employees of the organisation from allegations of inappropriate dealings or relationships with sponsors

We will actively seek opportunities to work with both local and national organisations by identifying sponsorship opportunities of mutual benefit and which are in keeping with our strategic priorities and core values.

We welcome all opportunities to work in such partnerships. We will not, however, put ourselves in a position where it might be said that such a partnership has or might have or may be thought to have:

- Aligned Alexandra Park and Palace with any organisation which conducts itself in a manner which conflicts with our values
- We retain the right to decline sponsorship approaches from organisations or individuals or in respect of particular products which we, in our sole discretion, consider inappropriate²
- We will agree with the sponsor the nature and content of the publicity and will retain the right to approve all advertising material

Alexandra Park and Palace considers certain product and services prohibited in relation to sponsorship and partnerships specifically relating to the organisation Alexandra Park and Palace. They include the following:

- Adult services i.e. sexually orientated products or services
- Tobacco³
- Weapons, violence or anti-social behaviour of any description

¹ Variation on Haringey Council's sponsorship policy

² relating only to sponsorship on behalf of Alexandra Park and Palace and not to sponsorships or partnerships undertaken by our clients

³ This does not include electronic cigarettes

In addition, we will not accept sponsorships and/or partnerships that:

- Conflicts with the core values or policies of the organisation
- Discriminate on the grounds of age, race, colour, national origin, religion or belief, sex, sexual orientation, gender reassignment or disability
- Do not comply with the law or incites someone to break the law
- Do not comply with the British Code of Advertising, Sales Promotion and Direct Marketing
- Depicts men, women or children in a sexual manner, or displays nude or semi-nude figures in an overtly sexual context
- Depicts or refers to indecency or obscenity, or uses obscene or distasteful language
- Contain images or messages which relate to matters of public controversy and sensitivity

Structure of Sponsorships and Partnerships

Sponsorships

The term “sponsorship” refers to any commercial agreement by which a sponsor, for the mutual benefit of the sponsor and sponsored party, contractually provides financing or other support in order to establish an association between the sponsor’s image, brands or products and a sponsorship property, in return for rights to promote this association and/or for the granting of certain agreed direct or indirect benefits.⁴

In the case of Alexandra Park and Palace sponsorship would breakdown into three possible structures (not mutually exclusive):

1. Naming rights
2. Sponsorship categories
3. Partnerships

1. Naming Rights

Recent examples of naming rights include Wembley Stadium connected by EE, O2 Arena Greenwich, Phones 4 U Manchester Arena, SSE Hydro and Echo Arena Liverpool.

Allowing brands to position their name prior to the name of the asset achieves maximum financial benefit. However due to the iconic standing of the name “Alexandra Palace” the policy recommends a commitment to holding the name Alexandra Palace first with the following examples of how it might be positioned.

Alexandra Palace *powered* by.....
Alexandra Palace *connected* by.....
Alexandra Palace *partnered* by.....
Alexandra Palace *supported* by.....⁵

2. Sponsorship Categories

⁴ ICC consolidated code of Advertising and Marketing

⁵ This is not an exhaustive list

Opportunities will be sought to achieve “lifestyle” sponsors: examples could be car manufactures, electronics, technology, and travel companies. These sponsors would be a second tier with activation of their brands taking place through presence at events, on our website, on social media, and signage and branding within the building (for example around the Ice Rink). There is an acceptance within this policy that areas under the HLF scheme, BBC Studios, Theatre, East Foyer would have particular sensitivity due to associations already in place for example “BBC” and historic value.

3. Partnerships

Brands enter into partnerships with Alexandra Palace as official providers of a product or service. For example Heineken is Alexandra Palace’s official beer provider and their brands are sold at all events. There may be further opportunity for partnerships within the Food and Beverage sector in particular that would relate to products being sold in the Bar & Kitchen and Ice Rink Café.

There can be a number of variations on the above but the policy is outlining the options which can be investigated on behalf of the organisation under the title of “sponsorship”.

4. Procedures and Approval Structures

Employees, consultants and agents working on behalf of Alexandra Park and Palace must consider this policy when entering into discussions with potential sponsors and partners. Any discussions with potential sponsors which develop further than the initial stages of interest will be referred to the Executive for further investigation, due diligence and development.

Sponsorship opportunities which have moved into negotiation terms will be presented to the Trustees for discussion, challenge and approval. It is accepted that in certain circumstances extraordinary meetings may have to be held so opportunities or important milestones within a negotiation timeframe are not missed.

Legal advice will be obtained in advance prior to completion of sponsorship agreements. It is recommended that all potential sponsors are referred to this policy. Before agreeing to any sponsorship opportunity all financial costs and benefits must be identified, including the sponsorship equivalent value of any sponsorship in kind.⁶

⁶ Policies and Documents referenced in development of the Alexandra Park and Palace Sponsorship Policy:

Haringey Council Advertising and Sponsorship Policy 2013
International Chamber of Commerce consolidated code of Advertising and Marketing
BBC advertising and sponsorship guidelines 2013
London Legacy Development Corporation Procurement Code 2012



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

Table of Contents

07	1. Overview and executive summary
11	2. The case for Alexandra Palace: Reclaiming the ‘People’s Palace’
14	3. Review and target setting <ul style="list-style-type: none">• 3.1 Achievability of phase 1 - Campaign target• 3.2 Key risks and challenges<ul style="list-style-type: none">• 3.2.1 Resourcing• 3.2.2 Governance and accumulated debt• 3.2.3 Internal identity issues - Developing one brand• 3.2.4 External identity issues• 3.2.5 Lack of existing prospect relationships• 3.2.6 Crystal Palace and other heritage campaign competitors
22	4. Campaign structure <ul style="list-style-type: none">• 4.1 Overview• 4.2 Timeframe• 4.3 Gift level and fundraising mix• 4.4 Naming rights, opportunities and levels• 4.5 Staged targets• 4.6 Year one (2014) milestones• 4.7 Ambassadors• 4.8 Tools, tracking and ROI• 4.9 Outline critical pathway
29	5. Leadership and resourcing <ul style="list-style-type: none">• 5.1 Leadership• 5.2 Fundraising (development), staffing and team<ul style="list-style-type: none">• 5.2.1 Considerations• 5.2.2 Typical campaign staffing configuration• 5.2.3 Staffing and team proposal• 5.2.4 Rationale for the proposal• 5.3 Overall resourcing and recommended campaign budget
34	6. Immediate actions for the next 3 months

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.

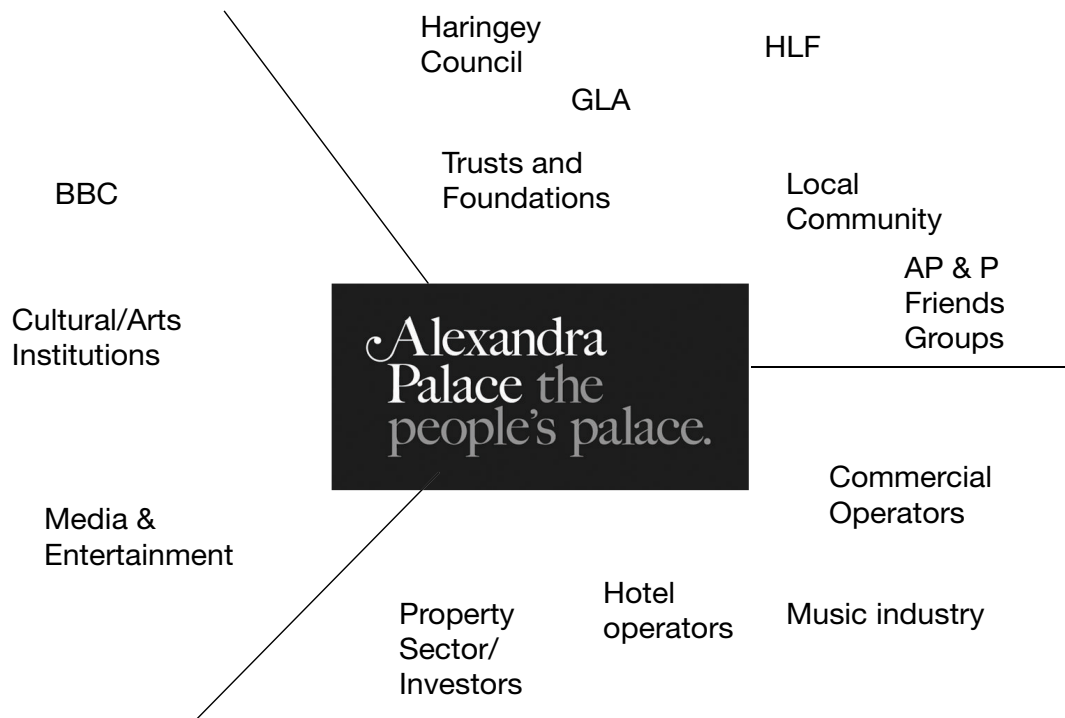
Alexandra Park & Palace is like a jigsaw that is just beginning to come together. When an organisation is at this stage it is easy to focus on the pieces rather than the whole. Now is the moment for this coherent strategy to be built to deliver not only the regeneration of the eastern end but also a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

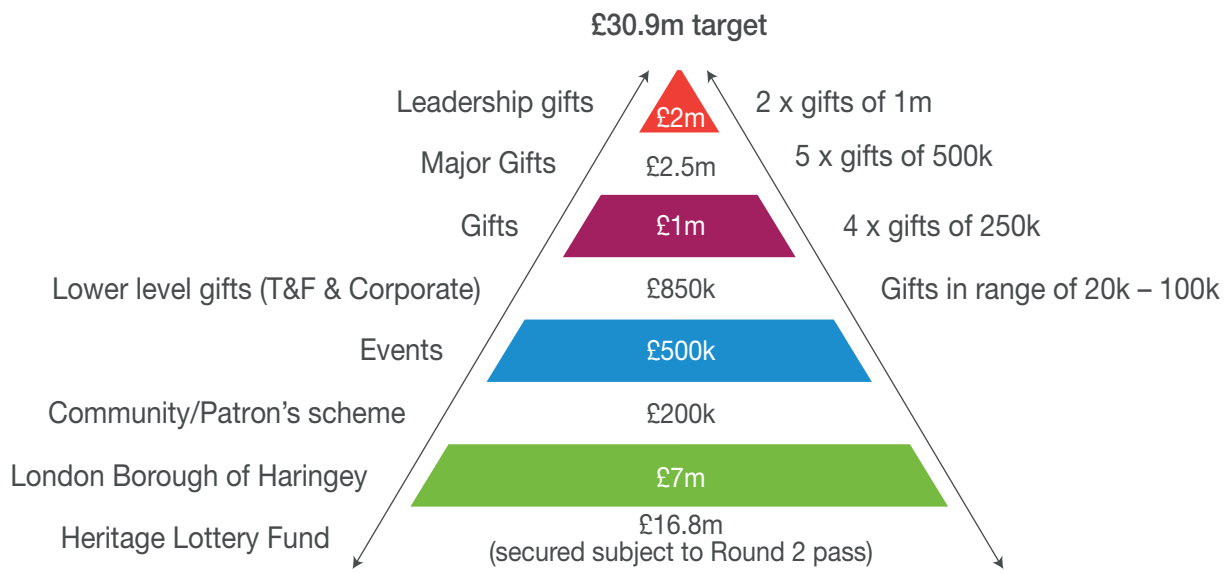
headline objective

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.

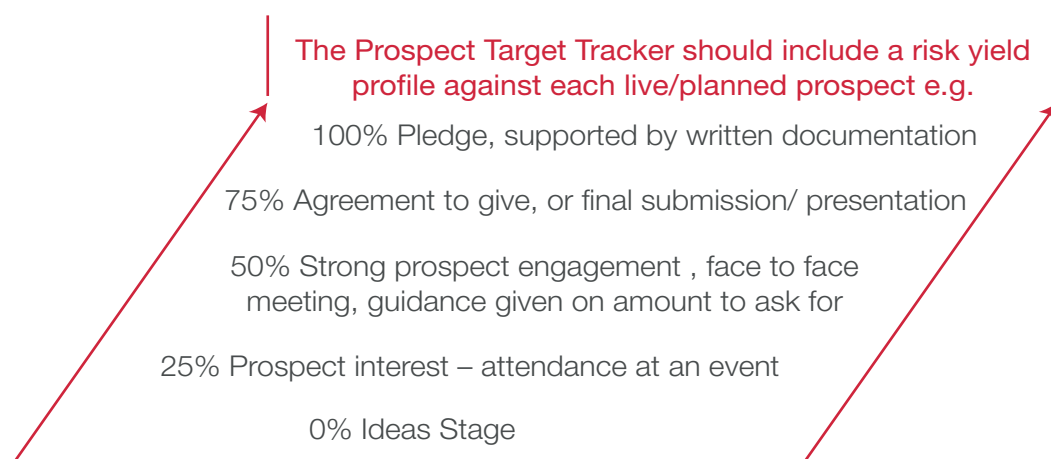
4.8 Tools, tracking and ROI

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.

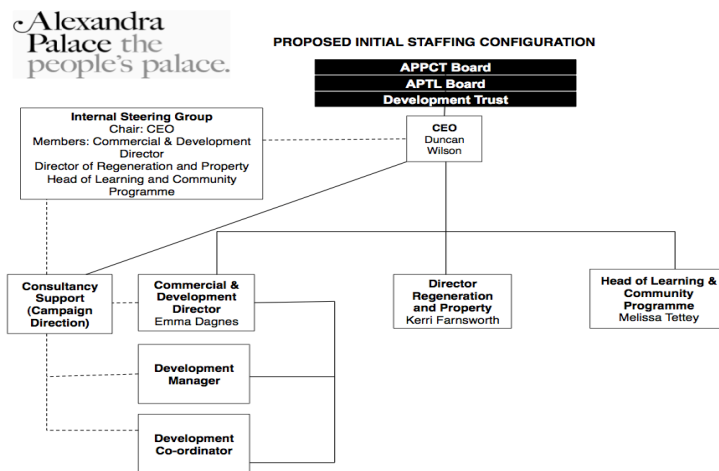
5.2.3 Staffing and team proposal

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%	9.25%			
Amount remaining to achieve 100% funding: € 742,500						
Proposals						
Income - Individual Major Gifts	Proposal	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	0	0%		Outstanding
Corporate 3	5,000	2,000	0	0%		Outstanding
Corporate 4	5,000	2,000	0	0%		Outstanding
Corporate 5	5,000	2,000	0	0%		Outstanding
Corporate 6	5,000	2,000	0	0%		Outstanding
Corporate 7	5,000	2,000	0	0%		Outstanding
Corporate 8	5,000	2,000	0	0%		Outstanding
Corporate 9	5,000	2,000	0	0%		Outstanding
Corporate 10	5,000	2,000	0	0%		Outstanding
Corporate 11	5,000	2,000	0	0%		Outstanding
Corporate 12	5,000	2,000	0	0%		Outstanding
Corporate 13	5,000	2,000	0	0%		Outstanding
Corporate 14	5,000	2,000	0	0%		Outstanding
Corporate 15	5,000	2,000	0	0%		Outstanding
Business Club # 1-3	60,000	60,000	60,000	100% TBC		Outstanding
Individual 1	5,000	2,000	0	0%		Outstanding
Individual 2	5,000	2,000	0	0%		Outstanding
Individual 3	5,000	2,000	0	0%		Outstanding
Individual 4	5,000	2,000	0	0%		Outstanding
Individual 5	5,000	2,000	0	0%		Outstanding
Individual 6	5,000	2,000	0	0%		Outstanding
Individual 7	5,000	2,000	0	0%		Outstanding
Individual 8	5,000	2,000	0	0%		Outstanding
Individual 9	5,000	2,000	0	0%		Outstanding
Individual 10	5,000	2,000	0	0%		Outstanding
Individual 11	5,000	2,000	0	0%		Outstanding
Individual 12	5,000	2,000	0	0%		Outstanding
Individual 13	5,000	2,000	0	0%		Outstanding
Individual 14	5,000	2,000	0	0%		Outstanding
Individual 15	5,000	2,000	0	0%		Outstanding
Income - Individual Memberships	Proposal	Committed	Received	Percentage of Proposal Committed	Submission Date	Status
Trust # 1-5	4,000	1,000	1,000	25%		Outstanding
Trust # 6-10	16,000	7,000	7,000	44%		Outstanding
Trust # 11-15	16,000	17,000	17,000	106%		Outstanding
Trust # 16-20	20,000	17,000	17,000	85%		Outstanding
Trust # 21-25	20,000	15,000	15,000	75%		Outstanding
Trust # 26-30	20,000	15,000	15,000	75%		Outstanding
Trust # 31-35	20,000	15,000	15,000	75%		Outstanding
Trust # 36-40	20,000	15,000	15,000	75%		Outstanding
Trust # 41-45	20,000	15,000	15,000	75%		Outstanding
Trust # 46-50	20,000	15,000	15,000	75%		Outstanding
Trust # 51-55	20,000	15,000	15,000	75%		Outstanding
Trust # 56-60	20,000	15,000	15,000	75%		Outstanding
Trust # 61-65	20,000	15,000	15,000	75%		Outstanding
Trust # 66-70	20,000	15,000	15,000	75%		Outstanding
Trust # 71-75	20,000	15,000	15,000	75%		Outstanding
Trust # 76-80	20,000	15,000	15,000	75%		Outstanding
Trust # 81-85	20,000	15,000	15,000	75%		Outstanding
Trust # 86-90	20,000	15,000	15,000	75%		Outstanding
Trust # 91-95	20,000	15,000	15,000	75%		Outstanding
Trust # 96-100	20,000	15,000	15,000	75%		Outstanding
Trust # 101-105	20,000	15,000	15,000	75%		Outstanding
Trust # 106-110	20,000	15,000	15,000	75%		Outstanding
Trust # 111-115	20,000	15,000	15,000	75%		Outstanding
Trust # 116-120	20,000	15,000	15,000	75%		Outstanding
Trust # 121-125	20,000	15,000	15,000	75%		Outstanding
Trust # 126-130	20,000	15,000	15,000	75%		Outstanding
Trust # 131-135	20,000	15,000	15,000	75%		Outstanding
Trust # 136-140	20,000	15,000	15,000	75%		Outstanding
Trust # 141-145	20,000	15,000	15,000	75%		Outstanding
Trust # 146-150	20,000	15,000	15,000	75%		Outstanding
Trust # 151-155	20,000	15,000	15,000	75%		Outstanding
Trust # 156-160	20,000	15,000	15,000	75%		Outstanding
Trust # 161-165	20,000	15,000	15,000	75%		Outstanding
Trust # 166-170	20,000	15,000	15,000	75%		Outstanding
Trust # 171-175	20,000	15,000	15,000	75%		Outstanding
Trust # 176-180	20,000	15,000	15,000	75%		Outstanding
Trust # 181-185	20,000	15,000	15,000	75%		Outstanding
Trust # 186-190	20,000	15,000	15,000	75%		Outstanding
Trust # 191-195	20,000	15,000	15,000	75%		Outstanding
Trust # 196-200	20,000	15,000	15,000	75%		Outstanding
Trust # 201-205	20,000	15,000	15,000	75%		Outstanding
Trust # 206-210	20,000	15,000	15,000	75%		Outstanding
Trust # 211-215	20,000	15,000	15,000	75%		Outstanding
Trust # 216-220	20,000	15,000	15,000	75%		Outstanding
Trust # 221-225	20,000	15,000	15,000	75%		Outstanding
Trust # 226-230	20,000	15,000	15,000	75%		Outstanding
Trust # 231-235	20,000	15,000	15,000	75%		Outstanding
Trust # 236-240	20,000	15,000	15,000	75%		Outstanding
Trust # 241-245	20,000	15,000	15,000	75%		Outstanding
Trust # 246-250	20,000	15,000	15,000	75%		Outstanding
Trust # 251-255	20,000	15,000	15,000	75%		Outstanding
Trust # 256-260	20,000	15,000	15,000	75%		Outstanding
Trust # 261-265	20,000	15,000	15,000	75%		Outstanding
Trust # 266-270	20,000	15,000	15,000	75%		Outstanding
Trust # 271-275	20,000	15,000	15,000	75%		Outstanding
Trust # 276-280	20,000	15,000	15,000	75%		Outstanding
Trust # 281-285	20,000	15,000	15,000	75%		Outstanding
Trust # 286-290	20,000	15,000	15,000	75%		Outstanding
Trust # 291-295	20,000	15,000	15,000	75%		Outstanding
Trust # 296-300	20,000	15,000	15,000	75%		Outstanding
Trust # 301-305	20,000	15,000	15,000	75%		Outstanding
Trust # 306-310	20,000	15,000	15,000	75%		Outstanding
Trust # 311-315	20,000	15,000	15,000	75%		Outstanding
Trust # 316-320	20,000	15,000	15,000	75%		Outstanding
Trust # 321-325	20,000	15,000	15,000	75%		Outstanding
Trust # 326-330	20,000	15,000	15,000	75%		Outstanding
Trust # 331-335	20,000	15,000	15,000	75%		Outstanding
Trust # 336-340	20,000	15,000	15,000	75%		Outstanding
Trust # 341-345	20,000	15,000	15,000	75%		Outstanding
Trust # 346-350	20,000	15,000	15,000	75%		Outstanding
Trust # 351-355	20,000	15,000	15,000	75%		Outstanding
Trust # 356-360	20,000	15,000	15,000	75%		Outstanding
Trust # 361-365	20,000	15,000	15,000	75%		Outstanding
Trust # 366-370	20,000	15,000	15,000	75%		Outstanding
Trust # 371-375	20,000	15,000	15,000	75%		Outstanding
Trust # 376-380	20,000	15,000	15,000	75%		Outstanding
Trust # 381-385	20,000	15,000	15,000	75%		Outstanding
Trust # 386-390	20,000	15,000	15,000	75%		Outstanding
Trust # 391-395	20,000	15,000	15,000	75%		Outstanding
Trust # 396-400	20,000	15,000	15,000	75%		Outstanding
Trust # 401-405	20,000	15,000	15,000	75%		Outstanding
Trust # 406-410	20,000	15,000	15,000	75%		Outstanding
Trust # 411-415	20,000	15,000	15,000	75%		Outstanding
Trust # 416-420	20,000	15,000	15,000	75%		Outstanding
Trust # 421-425	20,000	15,000	15,000	75%		Outstanding
Trust # 426-430	20,000	15,000	15,000	75%		Outstanding
Trust # 431-435	20,000	15,000	15,000	75%		Outstanding
Trust # 436-440	20,000	15,000	15,000	75%		Outstanding
Trust # 441-445	20,000	15,000	15,000	75%		Outstanding
Trust # 446-450	20,000	15,000	15,000	75%		Outstanding
Trust # 451-455	20,000	15,000	15,000	75%		Outstanding
Trust # 456-460	20,000	15,000	15,000	75%		Outstanding
Trust # 461-465	20,000	15,000	15,000	75%		Outstanding
Trust # 466-470	20,000	15,000	15,000	75%		Outstanding
Trust # 471-475	20,000	15,000	15,000	75%		Outstanding
Trust # 476-480	20,000	15,000	15,000	75%		Outstanding
Trust # 481-485	20,000	15,000	15,000	75%		Outstanding
Trust # 486-490	20,000	15,000	15,000	75%		Outstanding
Trust # 491-495	20,000	15,000	15,000	75%		Outstanding
Trust # 496-500	20,000	15,000	15,000	75%		Outstanding
Trust # 501-505	20,000	15,000	15,000	75%		Outstanding
Trust # 506-510	20,000	15,000	15,000	75%		Outstanding
Trust # 511-515	20,000	15,000	15,000	75%		Outstanding
Trust # 516-520	20,000	15,000	15,000	75%		Outstanding
Trust # 521-525	20,000	15,000	15,000	75%		Outstanding
Trust # 526-530	20,000	15,000	15,000	75%		Outstanding
Trust # 531-535	20,000	15,000	15,000	75%		Outstanding
Trust # 536-540	20,000	15,000	15,000	75%		Outstanding
Trust # 541-545	20,000	15,000	15,000	75%		Outstanding
Trust # 546-550	20,000	15,000	15,000	75%		Outstanding
Trust # 551-555	20,000	15,000	15,000	75%		Outstanding
Trust # 556-560	20,000	15,000	15,000	75%		Outstanding
Trust # 561-565	20,000	15,000	15,000	75%		Outstanding
Trust # 566-570	20,000	15,000	15,000	75%		Outstanding
Trust # 571-575	20,000					

Appendix C – Campaign resource recommendations

c. £7.1 million to be raised against capital target		Campaign costs to be budgeted at 12% of overall target = c£887.036				
	2014	2015	2016	2017		
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	Small increases pa assumed due to inflation/increased fares	
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	Taken out, will require underwriting/sponsorship or netting off in target - original provision £100k	
Contingency @ 5%	11,570	13,679	12,781	9,021		
TOTAL	242,970	218,209	216,441	164,711	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>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.
---	--

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

Joint Meeting of the Alexandra Park & Palace Statutory Advisory and Consultative Committee on 8 April 2014

Report Title: **Regeneration and commercial development**

Report of: Colin Marr, Chairman APP Consultative Committee and Joint SAC-CC

Purpose

- 1 To facilitate a discussion by the Joint SAC-CC of important matters to do with regeneration and commercial development at AP
- 2 To clarify uncertainties and possible misunderstandings about aspects of regeneration and development, including:
 - The scope for a further HLF bid.
 - The areas of AP (if any) that might be subjects for a further bid.
 - The extent to which the HLF funding might inhibit commercial development opportunities.
 - The areas of the Palace seen as having potential for commercial development.
 - The scope for development partnership opportunities.

Recommendations

That the Joint SAC-CC express its views on these matters and advises the main Board as appropriate.

Regeneration and commercial development

The SAC and the CC separately gave their enthusiastic support for the HLF bid in 2012, which marked APP's first crucially important step towards regeneration. The decisions that helped shape that bid came after wide consultation and the development of ideas through Joint SAC-CC meetings, the Board and elsewhere. Since the finalisation of the bid (the success of which we are still celebrating) there have been further developments in thinking about regeneration and what we might want to see in place to run alongside, or after the current HLF funded project.

It has always been understood that commercial development at APP would be both essential and welcome. Such development being needed to generate funds to assist regeneration, to support our charitable activities and to supplement them with activities consistent with our overall objectives.

It is timely now to take stock of a number of aspects of regeneration and commercial development, both to clarify our understanding of what the options might be, and to give input to the Board to help decision making. The

following issues illustrate some aspects that could benefit from discussion and clarification:

Issue 1 The scope for a further HLF bid

At the final stages of shaping the HLF bid in late 2012 there was a thought that regeneration of some areas (possibly Studio B and/ or the Transmitter Hall) may have to wait a subsequent bid, recognising that this may take few years to come about.

The question here is - how realistic is it to think in terms of a further HLF bid?

Issue 2 The areas of AP (if any) that might be subjects for a further bid

The whole of the Palace building is listed as Grade II and all parts of it, to varying extents, have historic significance. The Willis organ is a possible candidate for a further bid, but it is understood that this may need to be in the context of a broader based bid.

The questions here are – what areas might be eligible for a further bid, and over what timescale might such a bid (if any) extend?

Issue 3 The extent to which the HLF funding might inhibit commercial development opportunities

It has been suggested that once an area has been the subject of HLF funding then there are limits as to the type and scale of commercial activities that can be considered there.

The questions here are – how might this affect the Theatre and Studios (which already have HLF support) and might this limit the scope for seeking HLF funding for other areas?

Issue 4 The areas of the Palace seen as having potential for commercial development

The 1985 Act of Parliament defines much of what is permissible by way of development at AP, and takes into account the charitable remit that limits what is and is not permissible, most of which was defined in earlier Acts and Orders. The attached plan, which is part of the 1985 Act shows a distinction that is made between four areas:

1. The areas bounded in blue - the Theatre and the TV Studios, which are the subject of caveats with regard to their use
2. The area bounded in red – the south east corner, which is permitted for Hotel use
3. The area bounded in green – the yard outside the north east corner, which could be used for car parking

4. The remaining 'white' area for which no special provision is made and is therefore subject to the other limitations of the 1985 Act.

With regard to area 4, which is uncoloured on the map – this includes the Great Hall, the Palm Court and the remaining part of the north east area of the Palace. This huge area is still subject to the limitations on use that are implicit in the 1985 Act. The only significant change since the 1985 Act has been an amendment to allow for the possibility of leasing part or the entire Palace for periods of up to 125 years.

There are also planning laws that may limit the uses to which parts of the Palace may be permitted. In addition, the Palace's status as Grade II listed also has a bearing on this.

The Farrell study in 2012 helped indicate which areas of the Palace had the potential for regeneration by opening up into different forms. The Farrell report confirmed the potential for heritage led development of the East Court, the Theatre and the TV Studios. It showed the benefits from opening up routes of communication through the building and confirmed the idea of a hotel in the south west corner. It was these visions that were supported by public consultation and became the basis of the "Masterplan".

In recent months the Farrell's view has been stated simply as: *"The Masterplan makes a basic distinction between the central and western parts of the Palace, which are dedicated to commercial and income-generating activity; and the eastern end of the Palace, which is dedicated primarily to community and cultural use - the embodiment of the 'People's Palace'."*

This simplified view seems to ignore the constraints that the 1985 Act places on the uses that might be made of the central and western parts of the Palace.

The question here is – to what extent are the areas of the Palace west of the Theatre and the Studios freely open to commercial and income-generating activity?

Issue 5 The scope for development partnership opportunities

It has long been recognised that the creation of a hotel in the south west corner would require a partnership agreement with a hotel operator/ developer willing to make a large investment, and that this would require a long lease, possibly of up to 125 years. It has also been recognised that the events business might require commercial partnerships of some sort. More recently, test marketing of the idea of hotel development has revealed the possible conflict of interests between a hotel development and some forms of commercial activities elsewhere in the Palace. This has led to the idea of a large partnership model that might embrace a hotel and other commercial aspects.

Reference has been made to what might be thought of an extreme model, which could be *“a possible commercial partnership that could include development of the hotel together with adjacent events spaces and possibly including the APTL events business itself as a going concern.”*

The questions here include:

- **What form of commercial development partnership might be appropriate and acceptable?**
- **How would an extreme model (such as above) fit with the charitable objects of the Trust?**
- **In the extreme model, what would be the implications for the Board, its associated committees and governance?**

(Colin Marr 23 March 2014)



This page is intentionally left blank

**Joint Meeting of the Alexandra Park & Palace Statutory Advisory
Committee and Consultative Committee**

8th April 2014

Report Title: **Report on market testing options for hotel and events business, Alexandra Palace**

Report of: Duncan Wilson, Chief Executive Alexandra Park and Palace

1. Purpose

1.1. To outline the proposed approach to issuing an invitation to tender for the hotel opportunity and an associated interest in the events business, and seek SAC/CC views prior to a Board decision on how to frame an approach to the market later in 2014

2. Recommendations

2.1. That the SAC and CC endorse the recommended approach as at most likely to meet the Trust's objectives and secure investment of the magnitude needed on terms acceptable to the Trust

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 To deliver the programme set out in the masterplan and to underpin the future of the Palace and Park the Trust needs to raise a significant quantity of investment. Realistically this needs to come from not just the Borough and the Lottery, but also from the private sector, especially if a hotel is to be built at the Palace

3.2 The hotel would sustain round the clock activity at the Palace, and allow us to grow the events business eg for conferences and exhibitions

3.3 However the feedback from the "soft" market testing in 2013 was that whilst there were several potential operators at varying price/quality points, to find a developer willing to put up the capital we would need to give some reassurances about the strength and vitality of the events business

3.4 Those reassurances might take a number of different forms, from a model where an developer took over all or part of the events business in return for investment in the facilities, to a more straightforward "operating agreement" whereby the present system of an independent Trading Company wholly owned by the Trust continued, but the hotel developer and operator had some measure of control over the events diary

3.5 This "operating agreement" would leave the Trust to raise the capital to repair and replace the events infrastructure itself, from internally generated funds and (potentially) prudential borrowing via the Borough. This organic growth model would take longer than a major commercial investment programme, but might be more realistic

3.6 We therefore suggest that the hotel development and operating agreement over events is our core option in approaching the market, but that at this early stage we do not rule out other possible models of commercial engagement, and see what potential developers and operators propose.

3.7 Whatever proposals emerged from this process would of course be fully consulted on before decision was made by the Board. The length and form of the consultation process would depend on the statutory position – ie whether the proposals were within the scope of the 1985 Act or the 2004 Charity Commission order.

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

N/A

5. Local Government (Access to Information) Act 1985

N/A

Background

- 6.1 Commercial investment in the Palace is an important part of our regeneration strategy. Finance from LBH, the Lottery and other charitable donations will not be enough to address significant underinvestment in the facilities of the Palace to bring them up to a modern standard, to put the historic fabric in good repair and to take advantage of new opportunities to sustain the business such as building a high quality hotel. It is the latter opportunity – the risk capital for building and operating a hotel - which best fits the private sector investment model.
- 6.2 The information from the “soft” market testing conducted last year is that there is strong interest from four and three star hotel operators but interest from developers willing to invest substantial capital in the building is more limited. The feedback is that it is unlikely that developers would put up the substantial investment which would be needed to build a hotel without greater certainty about the future of the events business, which would underpin demand for hotel bedrooms. That certainty might take a number of forms – an operating agreement is the one suggested above but it seems advisable to keep an open mind on this as we approach the market.
- 6.3 Given the level of investment required the Trust might not receive significant additional returns for a number of years. But the added vitality the presence of a high quality hotel and its customer base could give would significantly increase our chances of making the place more sustainable, taken together with the extra life that the HLF bid would bring.
- 6.4 We should also not rule out an investor being willing to put up capital to invest in the events business, in return for a share in the profits. However we would need to be clear that our overall objectives to achieve financial self-sufficiency in the Palace and continue to provide a place of public recreation were not adversely affected by any share of the income from trading which we had to surrender.
- 6.5 Whatever emerges from the market testing process must be practically operable. We know of one other major live events site where the hotel and the events business are separately owned and operated, where the different parties have resorted to litigation. We must avoid that.
- 6.6 Finally we are not planning to approach the market in any case before greater clarity has been achieved on a number of issues including the status of the debt owed to the Borough in our accounts. That may mean after the summer break, in practice

12. Legal Implications

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

13. Financial Implications

- 13.1 The Council’s Chief Financial Officer notes the contents of this report and has no further comments to add.

**Joint Meeting of the Alexandra Park & Palace Statutory Advisory
Committee and Consultative Committee**

on 8 April 2014

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 advise members of the Statutory Advisory Committee and members and the Consultative Committee on a number of areas:-

- i) HLF Project Progress
- ii) Fabric Conservation
- iii) Park Update
- iv) Update from Regeneration Working Group (RWG)

2. Recommendations

2.1 That the SAC and CC Board express views and advise the main Board on these matters as appropriate.

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 HLF Project Progress
- 3.2 Fabric Conservation
- 3.3 Park Update
- 3.4 Update from Regeneration Working Group (RWG)

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. HLF Project Progress

Design

- 6.1 The full Design-led team are still absorbing and testing the significant amount of existing material on the building for the HLF project, as well commissioning essential additional baseline data, such as a measured building survey. This work is being undertaken with full participation and support from key Trust staff, including the Chief Executive, Director of Property and Regeneration and Director of Commercial Operations. A series of meetings and visits with other key strategic partners such as National Media Museum in Bradford have also been undertaken.
- 6.2 The team are also working on developing the principles for the design and interpretation elements of the HLF project. The guiding principle is to build on the spirit of the past by looking to the future, with the overarching theme of the Palace's role in the history of popular entertainment - from Victorian theatre/music hall, via silent film, cinema and genesis of public television broadcasting, to live events today, and the emerging future of mass entertainment. The East Court will be the key connecting and welcoming space, with a mixture of facilities that provide information/visitor services and interpretation & content (both permanent and temporary) to create day-long, year-round activity and vibrancy.
- 6.3 Simultaneously the business plan that underpins the HLF project is being tested and developed, with close involvement of relevant AP staff and taking reference from similar projects elsewhere.
- 6.4 It has now been agreed that Barker Langham will lead on the development of the framework for the Activity Planning for the HLF project, including performance and evaluation measures, jointly with the AP Community & Learning team and with input from a retained expert with previous relevant experience. Procurement of the external expert will commence imminently.
- 6.5 The Collections Management role is still under consideration whilst the design team review the scope of existing collections and potential loans of key items from national collections.

7. Fabric Conservation

Surveyor to the Fabric

- 7.1 The Surveyor to the Fabric, Purcell, has submitted a further final draft of the 10-yr Fabric Maintenance Plan (FMP) they have been developing since last winter. A few items of clarification remain, but these should be resolved by mid-March.
- 7.2 The key headlines from the FMP are as follows:-
 - the nature of the defects found on the building are as expected in the context of its history and age, but the scale and size of the building make the costs of rectifying these defects considerable
 - many of the repairs and alterations made post the 1980 fire would not be considered appropriate today and have failed more prematurely than would be expected today – for example use of single layer felt as replacement roofing material. This was not helped by the building not being listed until 1996.

- access to roofs and upper parts of the building is an issue inherent in the original design which was not resolved and in fact perpetuated in the post-1980 fire repair works. Installation of latch-way and man-safe systems is therefore key to their recommendations.
- the condition of the building is highly variable, but in general the NE corner is the most deteriorated, partly due to configuration and aspect.
- all building services except those in the Ice Rink and Bar & Kitchen have passed what would be deemed their economic life under the CIBSE Guide M (Maintenance Engineering and Management); but a phased replacement would be acceptable, with the most urgent items replaced first – notably, life safety systems (fire detection, alarm & suppression and personal egress systems); systems which will improve energy efficiency & running costs; and systems required for licencing of public events or would cause revenue/reputational issues should they fail.

7.3 The FMP has been shared with the HLF project design team in order for them to consider the implications on design and construction cost for the areas within the HLF project demise.

Theatre

7.4 The theatre auditorium has now been signed off by a structural engineer and by LB Haringey's Building Control as safe for restricted public use. A maximum of 10 events can be held in the Theatre within the Palace's existing public licence.

7.5 A number of activities have taken place in the Theatre auditorium since, including a film shoot for an advert, the hire fee from which was equivalent to a significant proportion of the cost of the repairs. Further bookings are either in place or under negotiation.

The Beach

7.6 LB Haringey have re-confirmed advice that neither Planning, Listed Building nor Conservation Area consents will be required for the planned 'pop-up' improvements to The Beach area next to the Bar & Kitchen.

8. Utilities

Gas Main

8.1 Emergency repairs had to be undertaken to the gas main supplying the Palace's gas supply on Alexandra Palace Way in early-March, an update will be given of the cost at the meeting. Should there be any further consequences of these repairs a verbal update will be given to the meeting.

Water Mains

8.2 Thames Water have been attempting to trace a leak in the lower Park for many months. They have now located a small leak in a 19-inch main in the Conservation Area and discovered a broken surface water drain nearby. Access to the work site is very difficult as there is no hard surface for vehicles. Thames are working with the Park Manager to repair the surface water drain, flush it out and reinstate the

grounds as soon as possible. This should become easier as the weather improves and the ground dries out.

9. Park Update

Update on Campsbourne Section 106 project

- 9.1 The Campsbourne Section 106 project is currently being held in abeyance by LB Haringey Planning, and the issue of the tender documents has been delayed as a result.
- 9.2 The team are anticipating that the works will commence on site in May 2014 as originally planned.

Campsbourne Dinosaurs Playgroup

- 9.3 Agreement has now been reached with LB Haringey that they will fund the repair of dilapidations on the Campsbourne Play Centre building used by the Dinosaurs Playgroup up to a maximum of £75k, in return for APPCT taking on the role of landlord of the premises. APPCT staff are at present preparing a fully-costed dilapidations schedule for this purpose.
- 9.4 Once the building works have been completed APPCT will issue a lease to the Dinosaurs Pre-school. A valuation will be undertaken in order to ensure the property is leased for the best rent reasonably obtainable according to use.

Frequently Asked Questions (FAQs)

- 9.5 A number of incidents have recently occurred where contractors working on behalf of Park and Palace neighbours have requested access to the Park to facilitate works, often with little or no notice. Frequent enquiries include requests for private parties, and planting of memorial trees, plus complaints about trees growing near boundaries.
- 9.6 To clarify our policy in response to such requests/complaints, the Park's FAQs will be revised and members of the Advisory and Consultative Committee will be asked to distribute them to their members for information.

WWI Park Poppy commemoration

- 9.3 The extreme wet weather through the spring delayed the sowing of the poppy seed for the WWI commemoration in front of the Palace, however this finally took place at the end of March (NB. advice is that further poppy seed can be sown as late as June if needed). A group of schoolchildren from Heartlands High School and Highgate Wood School were involved.
- 9.4 We have been unable as yet to make contact with our contact at the Royal British Legion to see if there would be interest in the Park hosting a veterans' event as the individual has been on jury service for several weeks. A verbal update will be provided at the meeting.

10. Update by Deputy Chair of Regeneration Working Group (RWG)

- 10.1 There has been one meeting of the RWG since the last SAC-CC report, which was chaired in the absence of Lyn Garner by Rick Wills, Deputy Chair of the RWG. Updates were given on the HLF project and possible market testing of the commercial opportunities, and were endorsed as documenting good progress. The importance of clarification of the position on debt with the Borough in advance of market testing, and the desirability of AP featuring strongly in a new LBH cultural strategy was re-stated.
- 10.2 It has been agreed that the RWG will now meet every 6-8 weeks, and meetings will align with key dates in the Regeneration programme over 2014/15.
- 10.3 It was also agreed that once the new chair of the APPCT Board was appointed following the forthcoming elections, he/she would be invited to the following meeting of the RWG to gain a first-hand understanding of RWG's scope and role.
- 10.4 A meeting on the RWG is planned for 25 March. A verbal update on this will be given at the SAC/CC meeting.

12. Legal Implications

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

13. Financial Implications

- 13.1 The Council's Chief Financial Officer notes the contents of this report and has no comments.

14. Use of Appendices

- 14.1 There are none.

This page is intentionally left blank