

Charity Number: 281991

Reclaiming the People's Palace and providing  
world class entertainment and open spaces for  
public benefit 365 days a year

---

***Annual  
Review  
2013***

---

Alexandra Park and Palace Charitable Trust  
Trustees' annual report and accounts 2012/13

## **Contents**

<b>Alexandra Park and Palace Mission</b>	<b>3</b>
<b>Alexandra Park and Palace Vision</b>	<b>3</b>
<b>About Us</b>	<b>3</b>
<b>Message from the Chair on behalf of the Board</b>	<b>4</b>
<b>Chief Executive's Report</b>	<b>5</b>
<b>The People's Palace's journey began 150 years ago...</b>	<b>6</b>
<b>Our Priorities</b>	<b>7</b>
<b>Generating income for the Trust</b>	<b>8</b>
<b>Alexandra Palace the Regeneration</b>	<b>9</b>
<b>The People's Park</b>	<b>10</b>
<b>Learning &amp; Community</b>	<b>11</b>
<b>Financial overview</b>	<b>12</b>
<b>Structure and Governance</b>	<b>15</b>
<b>Independent Auditors Report</b>	<b>17</b>

### **Alexandra Park and Palace Mission**

“To uphold, maintain and repair the Palace and to maintain the Park and Palace as a place of public resort and recreation and for other public purposes.” *Alexandra Park and Palace Act 1985*

### **Alexandra Park and Palace Vision**

“To regenerate Alexandra Palace and Park, in the pioneering spirit of our founders, creating a proud, iconic London destination with global appeal – a successful, valuable and sustainable asset for all including the local community and stakeholders.”

### **About Us**

#### **Alexandra Park and Palace**

Alexandra Park was opened in 1863 as a leisure destination for Londoners. The original 220 acres of parkland were landscaped by Alexander McKenzie as a centre for education and entertainment and to provide a green oasis for London.

Alexandra Palace was opened in 1873 with a purpose built railway line to bring visitors from Kings Cross. Built as the ‘People’s Palace’ this remarkable seven-acre Grade II listed building remains one of London and the UK’s most iconic structures and in 1936 achieved global recognition as the birthplace of television.

Today Alexandra Palace is surrounded by 196 acres of Grade II listed parkland and offers unprecedented views of the city. The multi-award winning destination maintains its original enterprising spirit by hosting an eclectic mix of live music, sport, cultural and leisure events.

# Message from the Chair on behalf of the Board

## Reclaiming the People's Palace

The summer of 2012 propelled London onto the world's stage with the London 2012 Olympic Games. At Alexandra Palace we were delighted to be able to play our part in these historic Games as a leg of the Olympic torch relay and by hosting the largest Olympic cultural house yet - Holland Heineken House. Over 18 days more than 130,000 Dutch Olympic fans, Olympians and royals turned 'Ally Pally' into their own orange People's Palace to celebrate the Games and our dedicated workforce worked tirelessly to ensure this cultural house would be remembered as one of the best ever.

Despite the difficult economic environment, the success of Holland Heineken House enabled us to invest in much needed repair works across the Palace. It also provided us with the resources to invest in new equipment including a state of the art WiFi system which will greatly improve our on-going events business.

Reclaiming the People's Palace and making it self-sufficient is a primary goal for the Board. To this end we launched a regeneration programme covering the whole site. Working with architects Terry Farrell Associates and conservation specialists Donald Insall Associates, we developed a spatial masterplan for the future use and preservation of our historic building. We identified key areas in need of improvement including opening up derelict spaces in the Palace, upgrading the building's entrances and improving visitors' first impressions.

In November we submitted an application to the Heritage Lottery Fund (HLF) for £16.8m to cover the regeneration of the most historically important areas in the Palace including the former BBC Studios and Victorian Theatre. I am delighted to announce that in May 2013 the HLF announced their support for our plans and awarded us £844,800 in development funding. This money will be used to prepare our plans over the next 18 months before submitting a second stage application to the HLF for the remainder of the grant.

Last summer we consulted the public on our regeneration plans to ensure that they met the expectations of our local community and the users of the Park and Palace. The exercise was a great success with 87% of the 2,200 respondents supporting our proposals. As our programme develops we will continue to provide opportunities for the community to talk with us in detail about our plans and how they will bring new business in to the area and boost the local economy.

Last year saw a number of changes to Alexandra Park and Palace's board. Cllr Anne Waters and David Liebeck stepped down from their positions in May 2012 and Cllr Sheila Peacock, Cllr Ali Demirci and Denis Heathcote stepped down from theirs in May 2013. Their contributions over several years' service are much appreciated. In their place, Cllr Joanna Christophides and Cllr Pat Egan have brought with them a wealth of local knowledge and passion for the Park and Palace. In May this year the Board appointed its first advisory members, Robert Kidby and Richard Hooper, whose experience will be invaluable at this important moment in the history of Alexandra Park and Palace.

**Matt Cooke**

## **Chief Executive's Report**

### **Valuing the past, delivering in the present and regenerating for the future**

It has been a year of great promise and progress at the Trust. Following the BBC's historic 75<sup>th</sup> anniversary celebration at Alexandra Palace in 2011 we have placed a strong emphasis this year on understanding and preserving our past while developing plans to regenerate the Park and Palace so that they can be enjoyed by future generations. Since the Trust's regeneration programme started in 2012 we have been working closely with English Heritage and the Heritage Lottery Fund (HLF) with tangible results and considerable public support.

As noted by our chair, in November we submitted a carefully thought through £24m project to the HLF. The project will tell the history of popular entertainment through our own history as the People's Palace, from a late nineteenth century palace of varieties to the arrival of the twentieth century media of film and television. With the HLF's backing we can start to realise the potential of the Palace as a community asset and make the Palace more sustainable.

The HLF project is only one part of our masterplan for reviving the whole palace. We are now exploring the market appetite for investment in commercial opportunities to make the palace more financially self-sufficient. I am pleased to report that we have also made substantial progress this year in addressing the backlog of repairs to the palace's historic fabric with the help of English Heritage, in particular strengthening of the south east colonnade and re-roofing the south west pavilion.

Physical regeneration of the palace is not our only priority. We are also very much aware of our social responsibility to engage with our local community. This year we have launched our learning programme, reaching out to pupils from local schools and to adult groups to tell the story of Alexandra Park and Palace and our role in the history of London and, at key moments, the world.

Underpinning all this is a successful business which achieved a turnover of £8.1m this year. It covers a huge range of public and private events from concerts and live sports to exhibitions, weddings and conferences. The daily life of the palace is enlivened by our very popular ice rink that is open 365 days a year and our public catering at the Bar & Kitchen and Ice Café.

Alexandra Park is, at least for now, our most significant community resource. A number of new public events raised its profile in 2012 as a place of public entertainment. Red Bull's 'Empire of Dirt' featuring BMX cyclists from all over the world came to the Park in June and brought with it a sell-out crowd. Red Bull returns in 2013 - this time with their famous Soapbox race. The Olympic torch relay was another highlight for the Park and brought with it thousands of neighbours and spectators from across London as it made its way along Alexandra Palace Way. And finally, in July Alexandra Park will have celebrated its 150<sup>th</sup> anniversary. This historic occasion will bring together the wider community and will celebrate '150 years of the extraordinary' in the Park.

All these developments and historic achievements for the Park and Palace would not have come about without the strong relationships we have with all our various stakeholder groups. Their backing is vital for us and key to realising our ambitious plans for the future. Haringey Council's financial and strategic support in particular remains critical to our success. Our Statutory Advisory Committee, Consultative Committee and friends' groups, with their wide areas of expertise, have provided valuable advice in shaping our plans. I must also make a special mention of the exceptional team working at Alexandra Park and Palace. Without their dedication and passion for their work our pioneering plans for the Palace and Park would never be achieved. We are all looking forward with growing optimism to a bright future.

**Duncan Wilson**

## **The People's Palace's journey began 150 years ago...**

### **1863**

Alexandra Park opened to the public with an abundance of activities. Its curving informal walkways were designed by landscape architect Alexander McKenzie.

### **1873**

On Queen Victoria's 54<sup>th</sup> birthday Alexandra Palace opened with a grand celebration including concerts, recitals and fireworks. Tragedy struck 16 days later when a fire broke out in the Palace, burning it down in its entirety.

### **1875**

The new Alexandra Palace opened to the public with its new Henry Willis organ – one of the largest in Europe at the time.

### **1901**

Following the introduction of the 1900 Alexandra Park and Palace (Public Purposes) Act, Alexandra Palace was re-opened free to the public for the first time.

### **1914**

Alexandra Palace was requisitioned by the Government to be used first as a Belgian refugee camp and later as a German and Austrian internment camp for the duration of WWI.

### **1936**

On 2 November the world's first regular high-definition public television broadcast took place from the studios at Alexandra Palace.

### **1936**

Belgian refugees returned to Alexandra Palace during WW2 and the palace's transmitter tower was used as a decoy for enemy aircraft.

### **1980**

For the second time, fire broke out across Alexandra Palace burning a large part of the building to the ground. Substantial restoration works began shortly after the fire and the palace finally re-opened 1988.

### **1996**

Alexandra Palace was recognised as a building of special architectural or historic interest and received a Grade II listing.

## Our Priorities

- to achieve long term financial sustainability to secure the future of the Park and Palace as a public amenity and visitor destination;
- to redevelop the Park and Palace as a leisure and entertainment destination, anchored by a major live entertainment venue, to match the best on offer in London whilst retaining the special nature of the 'People's Palace';
- to respect the rich history and heritage potential of the Park and Palace and their continued preservation, refurbishment, interpretation and use as a resource for learning and enjoyment;
- to deliver wider community benefit, including contributions to public health and well-being, the environment and the economy;
- a commitment to quality and to high standards of design, delivery, management and operations, to meet the expectations of users and stakeholders and befitting the historic importance and iconic nature of the destination;
- maintaining free access to the Park and continuing to manage it as an amenity for the local community and for visitors;
- to make accessible the most historically significant areas of the palace, including the BBC TV studios and the theatre;
- to reinforce the role of the Trust in delivering these aims.

## **Generating Income for the Trust**

2012 delivered an extraordinary summer of sporting excellence and Alexandra Palace played its part by hosting the Olympic Torch Relay, evening celebrations and Holland Heineken House (HHH) - the Dutch Olympic Cultural House. HHH was a hugely successful event that saw 6000 Dutch fans come to Alexandra Palace each day throughout the Olympic period.

The Dutch tenancy left a lasting legacy at the People's Palace including the deployment of a Xirrus Wireless Arrays throughout all our event halls. This system now provides our clients and more than one million annual visitors to the Palace each year with a fast and engaging Wi-Fi experience. Investment was also undertaken to improve our event infrastructure, upgrading our venue spaces and support services.

<<Photo of Emma>>

## **Alexandra Palace Trading Limited**

Alexandra Palace Trading Limited is a wholly owned subsidiary of the Trust charged with generating revenue for the Trust while supporting the Trust's mission and vision in what it does. Its focus is currently on hosting events for public entertainment, running an ice rink and providing catering facilities across the palace.

### **Ice rink**

Following its £2.3m upgrade in 2011 the Ice Rink's business has continued to grow steadily. The Sleeping Beauty pantomime on ice was its most successful show to date and we have invested in new soft play equipment for the East Court foyer.

### **Events, exhibitions and sport**

Alexandra Palace had one of its best ever years as an events business. Holland Heineken House, as well as being a great commercial success, showcased the Palace and our eclectic portfolio of live music, exhibitions and sporting events continues to strengthen year on year. Popular live music and exhibitions brought record crowds to the palace including the Knitting and Stitching show, David Guetta, the Vaccines, and Florence and the Machine. Sporting events also brought record crowds to both the Park and palace including Ladbrokes World Darts, the Masters World Snooker, Vans Warped tour and the Red Bull 'Empire of Dirt' in the Park. We have also seen a 50% increase in our wedding business following the launch of our new package.



## Alexandra Palace the Regeneration

The last financial year saw one of the most intense periods of regeneration activity at Alexandra Palace. A significant highlight was receiving initial support from the HLF for plans to reawaken the Palace's most historic areas. Another notable achievement was the success of our public consultation through which we were able to communicate with stakeholder groups and the wider public about our masterplan for the Park and Palace.

Next year will continue to be an exciting time for the programme. Our key priorities include securing stakeholder support from key organizations such as the GLA and Arts Council, investigating in commercial opportunities across the Palace and appointing professional teams to deliver designs and major investment into the Palace and Park.

<<Picture of Kerri>>

### The masterplan

2012 saw the Alexandra Park and Palace's trustee commission leading architectural practice Terry Farrell and Partners to develop a strategic masterplan. This plan defined the future potential use, development and conservation of the site. Drawing on a conservation management plan devised by conservation specialists Donald Insall Associates, six specific areas of improvement were identified.

Idea 1: Improving your first impressions

Idea 2: Upgrading the entrances to The Palace

Idea 3: Making it easier to move around

Idea 4: Upgrading the Main Halls

Idea 5: A Hotel in the Palace

Idea 6: Opening up the derelict spaces

The masterplan was launched with a public consultation informing key stakeholders of the 'six big ideas' in May and June. It was instrumental in capturing essential feedback on the direction and preferred priorities, all of which have defined the next stages in the regeneration programme.

In the coming year, we will continue to build on two elements of the masterplan. The first is our HLF project which will transform the eastern end of the palace, restoring public access to the historic BBC Studios and Victorian Theatre and refurbishing the East Court. The second is the exploration of the commercial viability for a hotel behind the south west colonnade on the building.

### Fundraising

To raise the profile of Alexandra Palace's regeneration plans and secure the required matched funding for the HLF project - around 30% of total project costs - a funding strategy is being developed and a new fundraising manager will be appointed later this year. Fundraising streams are likely to be from a range of public and private sources as well as a range of special fundraising activities to encourage stakeholder and community contributions. A number of high profile ambassadors and celebrities will be working with us to promote fundraising activities over the coming years.

## **The People's Park**

Alexandra Park is open to the public all year round and offers stunning panoramic views of London. Each year more than a million visitors enjoy the Grade II listed parkland, its formal flowerbeds and rolling lawns edged with wild woodlands. The Park also contains habitats of environmental significance such as acid grassland.

### **Park events**

It has been a remarkable year for Alexandra Park. Like the palace, the Park played a significant role in the London 2012 Olympics by hosting a leg of the Olympic Torch Relay, a ticketed Olympic Torch Relay event, a leg of Jeremy Deller's Olympic tour of *Sacrilege* that featured a Stonehenge bouncy castle and was part of a London wide Olympic legacy project that turned tree stumps into Olympic themed tree sculptures in the Grove. Keeping in the spirit of sportsmanship, Alexandra Park was the venue for a number of different sporting events including the famous Red Bull 'Empire of Dirt' and a series of cross country races and weekly 5km park runs.

In July, Alexandra Park will have celebrated its 150<sup>th</sup> Anniversary with a park-wide community festival. This historic celebration will bring back many of the Park's most loved activities including tethered balloon rides, archery and a bandstand featuring local talent from across the Borough of Haringey. As a legacy project a sensory garden has been planted and the Rose Garden fountain has been restored.

### **Park awards**

Green Flag Award (5<sup>th</sup> consecutive year)

Green Heritage Award (3<sup>rd</sup> consecutive year)

London in Bloom Silver Award (Large Park category)

### **Park improvements**

We made a significant investment into improving Alexandra Park's open green spaces during the year including resurfacing Alexandra Palace Way, replacing street lighting and continuing to provide year-round maintenance to the grounds including the management of the Park's panoramic view. A priority for us is to ensure our Green Flag status is maintained and to make sure the Park continues to be a vital space for all parts of our community.

### **Park volunteers**

Alexandra Park has a close working relationship with a number stakeholders groups who together work together to not only improve the parkland, but to educate and share the Park with the people. In the past year the Friends of the Alexandra Park, The Conservation Volunteers (TCV) and other local volunteers have contributed more than 1,000 hours on a huge variety of park-wide projects including nature conservation works, walks and talks on the Park's history, trees, birds and much more.

## **Learning & Community**

A dedicated Learning and community programme was developed in 2012 after it was highlighted that Alexandra Park and Palace should expand on as many opportunities to share its rich history and further develop relationships within its local community.

## **Supporting the National Curriculum**

Two Key Stage 2 (7-11) workshops were developed to support areas within the National Curriculum and have been piloted with a number of local schools. The specialised programme will launch in September 2013 and will take students back in time to learn about 'Victorian People's Palace' and Alexandra Palace's role as the birthplace of television in the workshop 'Early History of the BBC'.

## **Community learning and networking**

Our current community learning programme includes projects inspired by the history of the Park and Palace and offers 'behind the scenes' visits to the stage of the historic Victorian Theatre. To ensure our programmes are always engaging and innovative, a flexible structure has been maintained so that workshops can be tailored to fit the needs of individual groups.

## **Community networking**

Alexandra Palace has a dedicated, cost effective space available for community groups to hire. The room to date has been used by a number of community groups including the local police volunteers.

## **Volunteering**

Working alongside Alexandra Palace's various stakeholder groups, we are currently developing opportunities to expand and diversify our volunteer opportunities within our learning and community programme. Our intention is to recruit a dedicated team of volunteers who will also continue to support the work of the wider organisation.

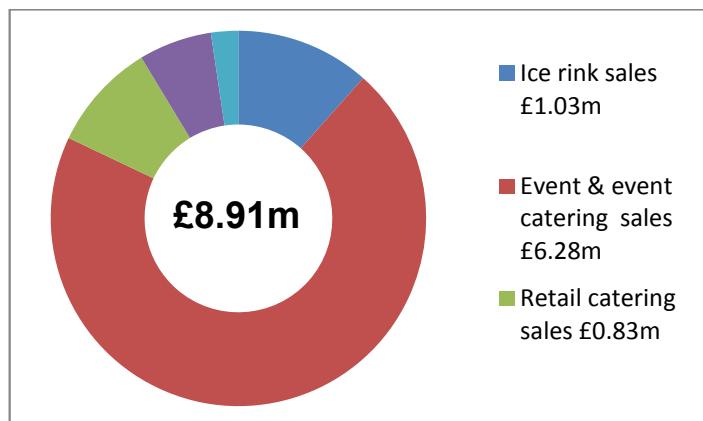
## Financial overview

The Trust and Trading Company had a very successful year with revenues increasing 17% to £8.91m. The largest contributor to this increase was the Holland Heineken House (HHH) event during the Olympics. This, together with the continuing support of our trustee the London Borough of Haringey, allowed us to increase our charitable expenditure to £3.55m. A notable increase in spending was on our regeneration project which grew from £0.13m to £0.69m.

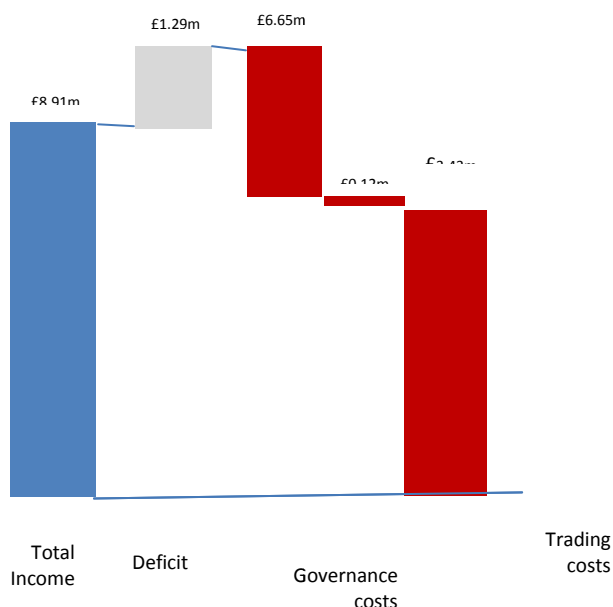
Revenues from the HHH event and support from English Heritage enabled us to increase our capital expenditure by 55% to £756,000, providing new equipment for the Trading Company and enabling us to make significant progress with repairs to the palace.

The continued improvement in the underlying health of the trading company and our investment in regeneration have taken us a significant step closer to our longer term objective of making the Trust financially self-supporting. As they have done in previous years, our trustee provided support in the form of an indefinite, interest free loan to meet the £1.29m gap between our income and expenditure and to finance increases in working capital.

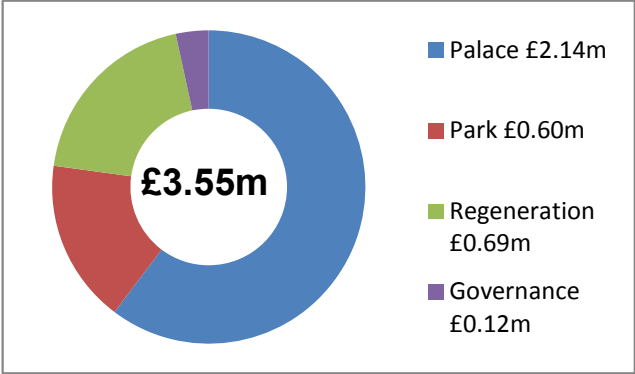
## Where our funds come from



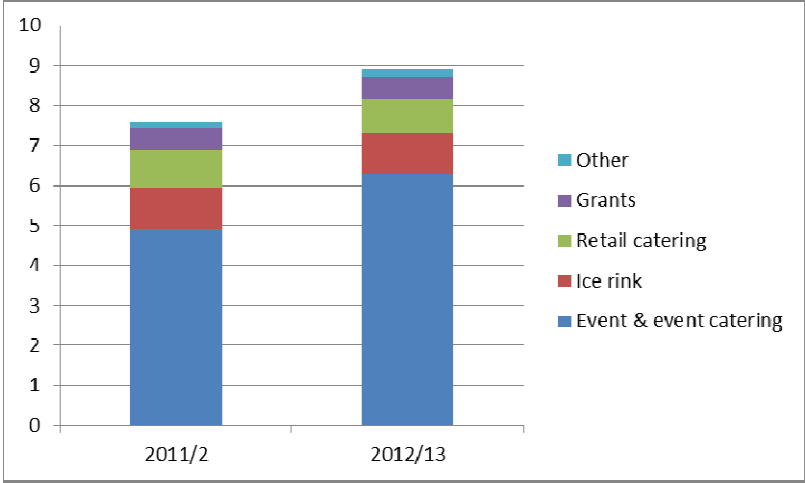
## Total income less expenditure



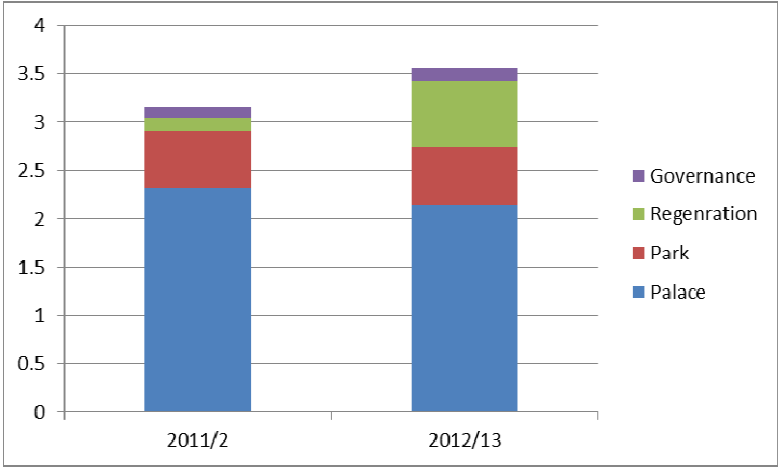
**Analysis of charitable expenditure**



**Total income compared to last year**



**Charitable expenditure compared to last year**



## Structure and Governance

The Alexandra Park and Palace Board is appointed by our trustee the London Borough of Haringey and meets quarterly. Voting members are Haringey councillors who are elected annually to reflect the political composition of the Council and non-voting members are appointed to provide additional advice and expertise.

Three committees advise the board and meet separately on a quarterly basis. The Statutory Advisory Committee (SAC) was established by Act of Parliament to provide advice from a defined list of organisations. The London Borough of Haringey set up the Consultative Committee (CC) to provide advise the Board from a wide range of local organisations and finally, the Regeneration Working Group (RWG) was set up to provide guidance on the Palace-wide regeneration programme.

Finally, Alexandra Park and Palace's executive team manage the day-to-day operations of the Park and Palace. Between them they have many years of experience across both public and private sectors.

<<PHOTO HEADSHOTS>>

### Board members

<b><i>Voting members</i></b>	<b><i>Non-voting members</i></b>	<b><i>Observers</i></b>
<b><i>Matt Cooke (Chair)</i></b>	<b><i>Richard Hooper (from May 2013)</i></b>	<b><i>Denis Heathcote (to May 2103)</i></b>
<b><i>James Stewart (Vice-Chair)</i></b>	<b><i>Bob Kidby (from May 2013)</i></b>	<b><i>David Liebeck (from May 2013)</i></b>
<b><i>Joanna Christophides (from May 2013)</i></b>	<b><i>Colin Marr (CC)</i></b>	
<b><i>Ali Demirci (May 2012 to May 2013)</i></b>	<b><i>Val Paley (CC)</i></b>	
<b><i>Pat Egan (from May 2013)</i></b>	<b><i>Nigel Willmott (CC)</i></b>	
<b><i>Sheila Peacock (to May 2013)</i></b>		
<b><i>Bob Hare</i></b>		
<b><i>Nigel Scott</i></b>		
<b><i>Neil Williams</i></b>		

<b><i>Executive team</i></b>	
Duncan Wilson OBE	- Chief Executive
Emma Dagnes	- Commercial Director
Kerri Farnsworth	- Director of Regeneration and Property
Nigel Watts	- Director of Finance & Resources

## **Our stakeholder groups**

Alexandra Park and Palace Charitable Trust works closely with a number of special interest groups who each have a particular interest and experience in a unique area of Alexandra Park and Palace. Members of these groups invest significant amounts of their own time on a voluntary basis and are represented across both the Statutory Advisory Committee and the Consultative Committee. Their support is vital for the on-going maintenance of the Park and Palace.

- Friends of Alexandra Palace Theatre
- Alexandra Palace Television Society
- Friends of Alexandra Park
- Alexandra Palace Television Group
- Alexandra Palace Organ Society

## **For public benefit**

Alexandra Park and Palace Charitable Trust's principal objective is to maintain the Park and Palace and ensure its open space is for the free use and recreation of the public forever.

To support the executive management teams operations, the Board reviews and approves the annual budget and appoints an internal auditor to ensure the Grade II listed building and heritage parkland is well looked after for the people.

## **Diversity and disability**

Alexandra Park and Palace has a strong commitment to providing equal opportunities and access to all.



## **Independent Auditors Report**