

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 partnerships 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