



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


wonderbird

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Alexandra Palace the peoples palace.

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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

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,

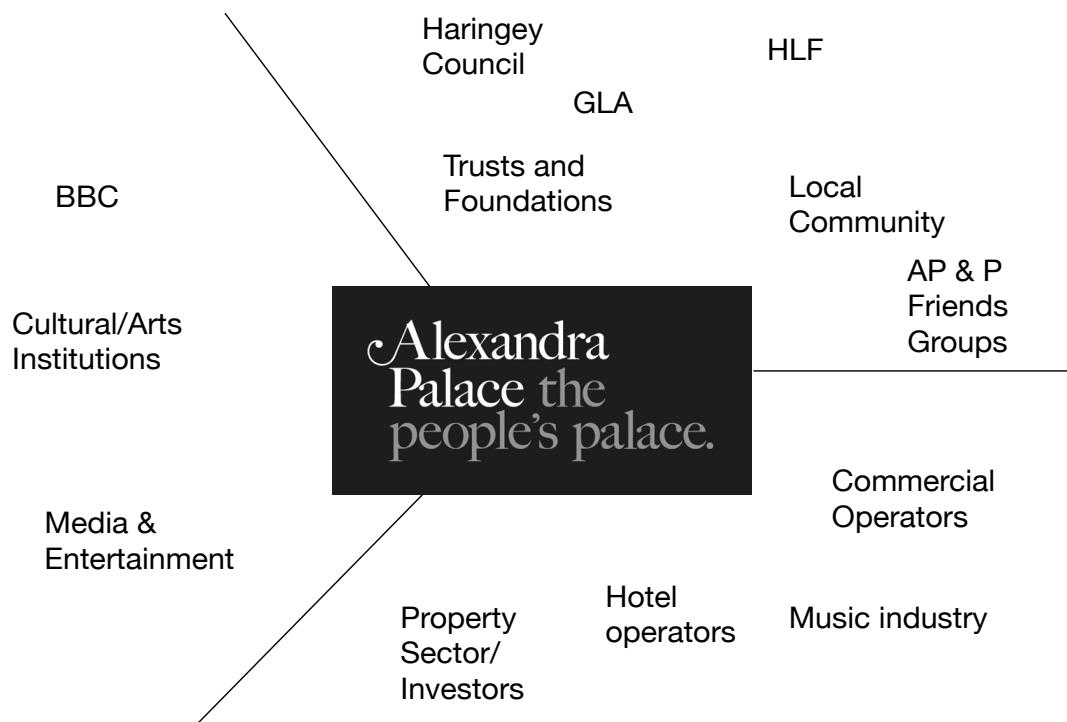
this report touches on other areas of the business where more detailed long term planning needs to happen and a real vision for the destination is created, and makes recommendations on what the APPCT

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

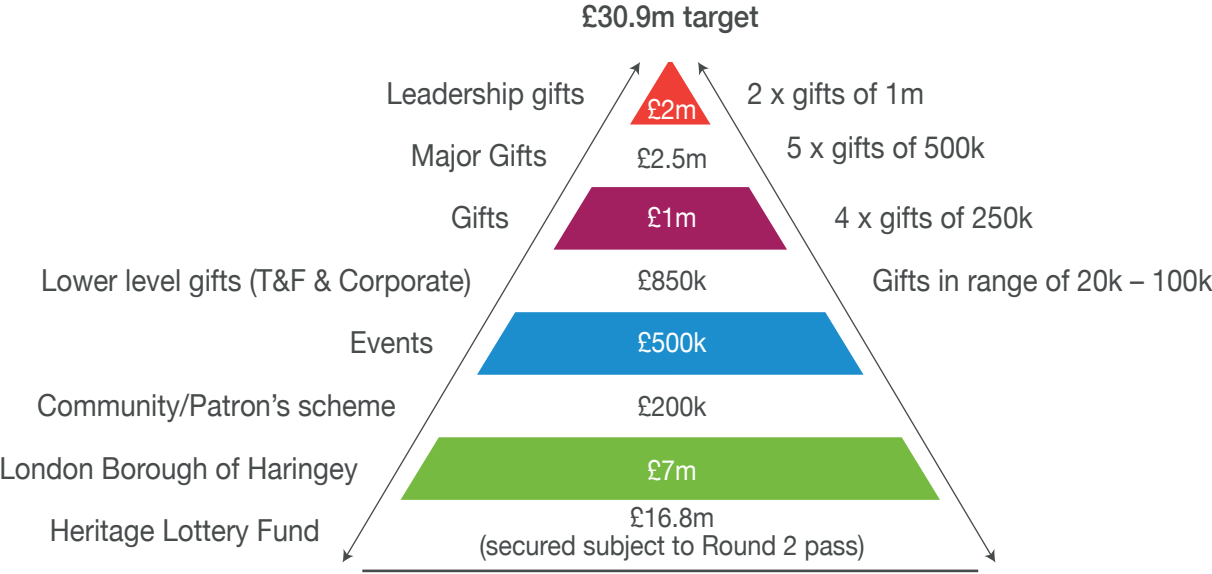
headline objective

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.

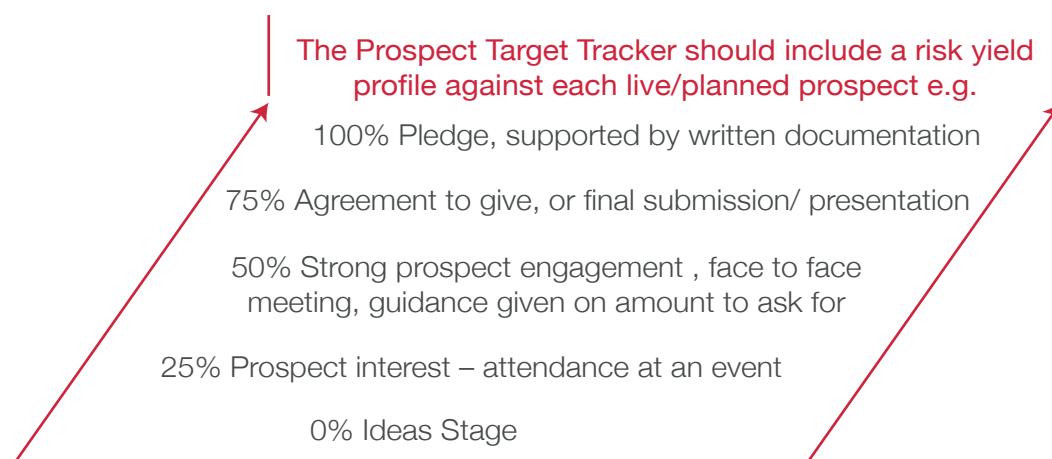
4.8 Tools, tracking and ROI

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.



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.

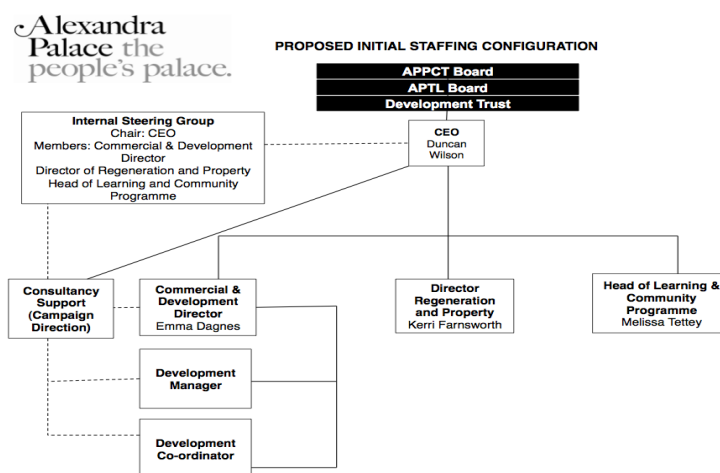
5.2.3 Staffing and team proposal

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.

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	267,500	25,750	38.72%	342,500						
Summary												
Sectors	Proposal	Committed	Received	Percentage of Proposal Committed	Estimated Yield							
Corporate sponsorship & giving	125,000	51,250	67,000	41%	51,250							
Individuals - Major Gifts	65,000	61,750	25,500	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	267,500	92,500	39%	342,500							
% of Target		25.75%	9.25%									
Amount remaining to achieve 100% Ending: E 742,500												
Proposals	Responsibility	Proposal	Committed	Received	Percentage of Proposal Committed	Submission Date	Status	Decision Date	Payment Date	Confidence	Expensed Yield	Outstanding
Income - Corporate Sponsorship												
Corporate 1		5,000	2,000	2,000	40%					20%	1,750	
Corporate 2		5,000	2,000		40%					20%	1,750	
Corporate 3		2,000	2,000		100%					100%	2,000	
Corporate 4		12,000	12,000		100%					100%	12,000	
Corporate 5		15,000	2,000		13%					85%	7,500	
Corporate 6		18,000	2,000		11%					20%	3,750	
Business Club # 1-3		65,000	65,000	65,000	100%	250				50%	32,500	
Income - Individuals Major Gifts												
Individual 1		1,000	1,000		100%					100%	1,000	
Individual 2		5,000	2,000		40%					100%	2,000	
Individual 3		5,000	2,000		40%					100%	2,000	
Individual 4		5,000	2,000		40%					100%	2,000	
Individual 5		5,000	2,000		40%					100%	2,000	
Individual 6		5,000	2,000		40%					100%	2,000	
Individual 7		5,000	2,000		40%					100%	2,000	
Individual 8		5,000	2,000		40%					100%	2,000	
Individual 9		5,000	2,000		40%					100%	2,000	
Individual 10		5,000	2,000		40%					100%	2,000	
Individual 11		5,000	0		0%					70%	3,750	
Individual 12		5,000	0		0%					70%	3,750	
Individual 13		5,000	0		0%					70%	3,750	
Individual 14		5,000	0		0%					70%	3,750	
Individual 15		5,000	0		0%					85%	2,000	
Income - Individuals Membership												
Friend # 1-10		5,000	1,000	1,000	20%					100%	5,000	
Friend # 11-20		15,000	7,000	7,000	47%					100%	15,000	
Friend # 21-30		25,000	17,500	17,500	70%					100%	25,000	
Income - Trust and Foundations												
Trust #		25,000	15,000.00		20%					20%	0	
Trust #		75,000	56,500		75%					75%	0	
Trust #		25,000	15,500		62%					62%	0	
Trust #		85,000	65,000		76%					76%	0	
Trust #		35,000	15,000		43%					43%	0	
Income - Other												

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



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