

Alexandra Park and Palace Board

22 July 2014

Report Title: **Report of Commercial & Development Director**

Report of: **Emma Dagnes, Commercial & Development Director**

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

- Commercial activity update
- 2014 Fireworks Planning
- The events calendar (appendix 11.2)

2. Recommendations

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

2.2. Fireworks Planning

- The Board approves Alexandra Palace to be the lead partner in delivering the 2014 Fireworks Display
- The Board notes that APTL will hold the license for this event and as such will appoint all major contractors and approve all decisions made relating to the planning and delivery of the event.
- That the capacity will increase to 35,000 from 30,000 in 2013
- Entry to the beer festival and south terrace will be via a separate ticket

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



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

3. Executive Summary

3.1. This report highlights the activity taking place across the commercial areas of the trading company including the Ice Rink, Events Halls and Catering including Bar & Kitchen.

3.2. This report outlines the lessons learnt from Fireworks 2013, the new structure for management and control of the 2014 event and additional operational measures which will be put in place.

3.3. The report outlines the up and coming events schedule (Appendix 12.2)

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

4.1. N/A

5. Local Government (Access to Information) Act 1985

5.1. N/A

6. EVENT SALES HIGHLIGHTS

6.1 Exhibitions and Shows April 2014 – July 2014

The Alexandra Palace exhibition team which includes members of sales, marketing, operations and catering have worked hard over the last 12 months to develop bespoke packages ensuring exhibition organisers are given a clear view on the cost of bringing their event to our venue. This has also included significant partnerships with suppliers to ensure our customers get the very best deals. Their hard work has delivered a number of new events as well as important rebooks. We have a focused and aggressive sales strategy to win business from our competitors and ensure new shows consider us when looking at venues to hold their exhibitions.

Antiques returned in May and numbers were slightly down on previous shows with around 3,000 visitors. This was the last show run by the current organisers, Nelson who have sold the Alexandra Palace event to International Antiques and Collectors Fair (IACF). IACF also run trade shows so we will be looking to expand our business with them.

Also in May Alexandra Palace hosted Phex – the first time that this plumbing trade show has exhibited in London. The client was pleased with their first year and the sales team will be looking to secure this event for the future.

The Great British Tattoo Show returned for a second year in late May and this time they bought the Lucha Wrestling with them. Footfall was significantly up on last year with 6,500 visitors across the weekend compared with 5,200 in 2013. Another quirky spectacle this year included a wedding ceremony in the Great Hall which was filmed as part of the TV show Don't Tell the Bride (to be aired later this year).

Les Mills and UCAS were the two big shows in June. Les Mills was a new fitness event designed to introduce the Les Mills exercise programme to their instructors and key fitness personal within the industry. This was a packed day with a number of classes taking in place in various rooms across the site. The Client was extremely pleased with the venue.

The UCAS exhibition was another first for Alexandra Palace with the event previously being held at Olympia. Numbers exceeded expectations and the Client made a point of commenting on the friendliness and professionalism of all the staff involved on the day. The Sales team are working hard to secure further business with UCAS and are prioritising building this relationship.

In addition to a strong 3 months of exhibitions and shows the Sales team also secured a number of smaller film shoots, most notably John Lewis 150th advert and location shooting for the ITV drama Mr Selfridge. Pushing Alexandra Palace as a location to producers is one of the main objectives this financial year for both the Sales and Marketing teams and we were selected as Film London's Location of the Month in April.

6.2 Future Events

The business is looking to grow in terms of revenue by 10% in 14/15 on 13/14, this is a challenging target but the year has had a good start across all our areas of business. We are currently on sale with Alt-J, The 1975, Fat Freddy's Drop, Jake Bugg, The Gaslight Anthem and Bonobo. Current pipeline business in terms of events is looking strong, however prospects needs to be bolstered to realise our aggressive growth target so the team are working hard to maximise all opportunities including targeting specific events from other venues who we know will thrive at Alexandra Palace.

7. CATERING

- 7.1** The catering team has had a good start to the financial year with a number of increases on targets for F&B sales at events. The team has also gone through a minor restructure seeing internal promotion for Deed Qafaliaj a long serving member of the Alexandra Palace staff.
- 7.2** The Bar & Kitchen continues to strengthen its offer, a partnership arrangement has seen a number of our street food providers (who work with us on Live Events) have a presence during the weekends in the outdoor beer garden. This arrangement has delivered increased profits to the B&K.
- 7.3** The Beach area continues its transformation with planting being added to the benches and a “pop-up” structure due to be put in place for July 2014. Planning permission has been sought from the local authority as the structure will be in place for more than 28 days over the summer months. Though it is on wheels and will be considered flexible in its use. Advice has been sought from the LBH Head of Planning, LBH Conservation Officer and SACCC. (See appendix 12.2 for drawings.)

8. ICE RINK

- 8.1** The Ice Rink continues to move its ticketing operation online, offering the customer a reduced rate. There has been an up-turn in footfall and the team have been aware of new customers attending the rink since the SEE Tickets partnership came into place.
- 8.2** The Ice Rink is also sad to see Deputy Leisure Manager David Hetherington leave after 2 years. Though his time at Alexandra Palace has been short, David has made a significant impact on the development of the Ice Rink and we would like to thank him for all his hard work.

9. STRATEGIC PROJECTS UPDATES

9.1 Sponsorship

The sponsorship strategy continues with BDS reporting on progress to the Commercial & Development Director on a weekly basis. Discussions with interested brands and organisations are in their early stages so currently there is no conclusion to be drawn on whether a sponsor(s) will be secured.

10. FIREWORKS PLANNING UPDATE

10.1 Background 2013 event

In 2013 the license to hold a firework display at Alexandra Palace was taken on by an external organisation. As such this external organisation was responsible for the overall planning and delivery of the event with Alexandra Palace in a custodial role. This was also the first year that the fireworks had been run as a paid, ticketed event whereas in previous years entry had been free of charge. The firework ticket also entitled visitors to free access to the German Beer Festival taking place in the Great Hall. For an additional charge of £5 event attendees were also able to purchase a session to the Ice Rink which also sold out prior to the event.

As detailed in the February 2014 report the event failed to deliver against the high customer service standards which we set ourselves. The following report outlines the proposed changes to the event following the lessons learnt from 2013

10.2 Operational delivery

Alexandra Park & Palace fireworks event is the only event in the country that operates an indoor offer (Beer Festival and Ice Rink) with an outdoor display. This is done to allow for the event to be cost neutral where as in previous years it has cost the Trust £160,000. To deliver such a complex event a lengthy planning and multi-agency consultation process is undertaken in the run up, throughout and post event. Stakeholders and Partners who would be part of the planning and delivery would include:

- Haringey Council
- Metropolitan Police
- London Ambulance Service
- London Fire Brigade
- Transport for London
- Capital Connect
- Alexandra Palace Events Team
- Contractors: Fireworks team, production, security, health safety etc

As with all large scale event in the Palace key members of the above will form the Emergency Liaison Team (ELT) which provides the principle decision making body pre, during and post event.

The ELT will be chaired by APTL alongside an independent Health and Safety Consultant with experience in large scale outdoor / indoor events. The ELT will also be made up of the following:

- Event security
- Metropolitan Police
- London Ambulance Service
- Event Medical
- LBH Licensing Enforcement Officer
- LBH Building Control officer
- Event Production Manager
- Head of Event Operations AP

10.3 Initial Safety Advisory Group (SAG) meeting

The first SAG was held on 23rd June 2014. At this meeting a top line presentation was delivered by Alexandra Palace outlining the review of 2013, lessons learnt and proposals for the 2014 meeting. The agenda for the SAG was as follows:

- Review Presentation of 2013
- Proposals for 2014
- Stewarding / Security
- Marketing / Communications
- Customer Service
- Entry Fee and Ticketing System
- Traffic Management (Park Access, Car Parking, Road Closures, Curfews)
- Disabled parking and viewing areas
- The German Beer and Food Festival
- Funfair and Family Zone
- Ice Rink
- South Terrace / Alexandra Palace Way

- The event footprint including fence line, sterile zones, and disabled viewing
- Production (site infrastructure)
- Opening times and access during the event
- Continuous review of lessons learnt from 2013

The SAG discussed in detail all of the above agenda items however two key decisions / review items were highlighted.

Funfair: The concerns regarding the potential risk of the funfair in 2013 did not materialise and therefore it was agreed at the SAG 2014 that for this years event two funfairs would be created in response to customer feedback. One funfair will specifically cater for families with vintage and children rides. The second will be aimed at young adults with faster, high octane rides.

Alexandra Palace Way: An independent review will be undertaken involving the blue light services in regards to utilising Alexandra Palace Way as a viewing area. The recommendations of this review will be brought to the next SAG meeting

10.4 Proposed changes / improvements to 2014 event

10.4.1 Licensing

Alexandra Palace will become the lead organisation for the event ensuring consistency in delivery across both the Fireworks Display and the German Beer Festival. AP will chair and control the ELT with all contractors to the event being established suppliers to the palace. A detailed premises licence will be submitted to LBH Licensing who also attend the Safety Advisory Group. This will follow the same format as the current licence held for the venue.

The license will also request an increase to 35,000 this is to allow for an increase in ticket sales as well as the free under 10's tickets. In 2013 this offer was not ticketed but numbers were registered at the gates. Last year 1000 under 10's entered the event for free. In 2014 the event will be issuing free tickets to under 10's and the expectation is that the take up of this offer will increase to from the previous years' figures.

10.4.2 Proposed Entry Fee / Ticketing Changes

- All tickets will be sold prior to the event and there will be strong communication stating that no tickets will be available to purchase on the gates
- Ticketing will be run through Alexandra Palace's official ticketing partner SEE Tickets, reaching a database of three million Londoners. However it must be noted that due to the higher level of service the booking fees will increase in comparison to 2013. There will be a £1 booking fee per ticket purchased (apart from the Under 10's free tickets). Tickets purchased prior to the event at the ice rink reception ticket booth will be exempt from a booking fee
- The early bird offer will be in place for four weeks, after which the standard price will apply
- An optional ticket (after purchase of a fireworks ticket) for the Beer Festival will be implemented at a cost of £10 per ticket (this is an increase based on benchmarking from the £5 originally stated in the February 2014 Board paper). This will also give exclusive access to the South Terrace
- The Ice Rink sessions at an additional £5 per head will run as per 2013

All tickets are summarised in the table below for reference.

Ticket Type	Charge	(net)
Adult Early Bird	£6.00	(£5.00)
11-15yrs Early Bird	£4.00	(£3.33)
Adult Standard	£8.00	(£6.67)
11-15yrs Standard	£5.50	(£4.58)
Ice Rink	£5.00	(£4.17)
German Bier Festival	£10.00	(£8.00)*
Under 10'	FREE	

Adults are 16yrs and above

German Beer Festival will be strictly challenge 25

10.4.3 Improvement to German Beer Festival

- The event will be ticketed at a cost of £10 per person. Tickets can only be purchased with a ticket to the Fireworks. This will avoid confusion and guarantee access to all ticket holders
- Beer Festival ticket holders will be given exclusive access to the South Terrace along with those who buy hospitality tickets to the Panorama Room. This will assist with crowd management during and after the display. Tickets to the event will be limited to 5,500
- The Beer Festival Bars would be delivered by our Live Music Bar Provider who is used to dealing with large numbers
- A table service operation will be in place in the Great Hall with music and entertainment with further bars and food stalls set up in the West Hall (which due to emergency works was not available in 2013)

10.4.4 Improvement to Park Access, Road Closures and Curfews

- Significant discussions are on-going with park tenants. In 2013 allowing site access despite clear guidance led to unauthorised vehicles driving along Alexandra Palace Way this can not be permitted in 2014. However we are aware of the right of access for tenants and are working hard to come to an agreeable solution
- In 2014 a hard road closure rather than soft road closure will be implemented to ensure the road stays sterile
- Based on issues raised last year the Grove will be unrestricted at all times; however the park areas which will have significant traffic during site build will be closed from 07:00 on the 1st November

10.4.5 Improvement to Disabled parking and viewing areas

- A dedicated disabled viewing area within the outdoor beer garden space also known as "The Beach" will be provided. A car park will be available on site with ease of access to the disabled viewing area, however due to the nature of the event and safety restrictions including access to site in cars, spaces will need to be pre-booked

- An improved system will be in place for communication with disabled customers

10.4.6 Improvement to Funfair and Family Zone

- Two funfairs will be in operation at the 2014 event. The family funfair will be sited in the Paddocks car park to the west of the event site. Rides in this year will be suitable for the whole family and will be near the family viewing area
- The second funfair will be located on the pavilion with rides in this area aimed at an older crowd
- Stronger communication messages explaining that although Alexandra Palace has indoor space the event is first and foremost an outdoor fireworks display and access to the palace is for the Beer Festival and Hospitality Ticket Holders only
- Encourage families to prepare for being outdoors for a number of hours (should they wish to arrive early)
- Allow re-admittance to the Park for people who attend the site early but limit access to two gates; east and west (this is still under review by the SAG)

10.4.7 Improvements to Toilets / In Park Facilities

- Toilets will be sited differently around the park to ensure people have easy access to facilities
- Facilities including baby changing units will also be in place, however communication will remind families that this event does take place in an outdoor space and therefore will not have the same level of facilities as an indoor event
- The number of disabled toilets will be increased and sited in appropriate locations for ease of access
- Communication will be clear for members of the public to bring cash to the event. It is not possible for cash machines to be located in the park and the majority of catering units at one night outdoor events only accept cash. We will be encouraging the larger vendors to also accept card but this will be based on the facilities that they have already built into their units

10.4.8 Improvements to Customer Service & Crowd Management

- The service provider for crowd management will be experienced in managing large outdoor events. Their staff will be selected on knowledge of the park, venue and our customer service standards from their previous experience at Alexandra Palace working on our live music events
- Alexandra Palace will also deploy our customer service team who work alongside us during live music events assisting customers with issues including providing maps, information on location of toilets, food outlets and general customer service
- Communication in regards to the site map via the website and direct to ticket holders will also be established.

10.4.9 Marketing / communication strategy

- The 2013 event received 300 complaints (measured from emails received and negative comments on social media). The two significant areas of concern were the Beer Festival (length of time it took to buy a beer and entry into the event) and Customer Service
- We will be implementing a robust and transparent communication plan highlighting the concerns of customers from 2013 and how we intend to improve for 2014
- Information on our website and through social media will also be improved reminding people of the nature of the event and the facilities that are and aren't available on site

10.4.10 Legal advice

The advice of Bates Wells Braithwaite, APPCT lawyers in connection with right to close the park is:-

That it is permissible under the 1985 Act to close almost the whole of the Park for the fireworks display except those parts already licensed or let to third parties. The terms of the Act allow us to close "any part of the palace and park for not more than fourteen days in any one year." The proposal is for closure of less than 24 hours and excludes areas such as the Grove;

We must follow the public notice and advertisement requirements of the 1900 and 1985 Acts (requiring public notices to be displayed at the principal entrances at least two weeks in advance and advertisements to be placed in a London daily newspaper in each of two successive weeks) and consult the Statutory Advisory Committee (SACCC meeting 8th July will have an oral update in regards to fireworks plans and detailed report is due to be tabled at APPCT Board 22nd July)

11 RECOMMENDATIONS

- 11.1 That the Board notes the contents of this report and approves the approach to the fireworks event for 2014

12. APPENDIX

- 12.1 Event Schedule
12.2 Pop-Up Beach structure designs

12. LEGAL IMPLICATIONS

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

13. FINANCIAL IMPLICATIONS

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

Appendix 12.1

Event Schedule

Date	Event
7 th – 8 th July	Big Bang Fair
7 th July	Camden Light Orchestra
12 th July	History Tours
12 th -13 th July	Queensbury Boxing
19 th July	History Tours
7 th -10 th August	Summer in the City
14 th -14 th September	Antiques
18 th -21 st September	Big Stamp
20 th -21 st September	History Tours
24 th September	Alt-J
30 th September – 1 st October	1975
6 th – 12 th October	Knitting and Stitching Show
17 th -19 th October	Fat Freddy's Drop
21 st -22 nd October	Jake Bugg
27 th -31 st October	Vertical Influences / Le Patin Libre

Farmers Market and Tree Climbing on in the Park throughout the summer weekends